RFP INTELLIGENCE BRIEF

Property Management Services — 34 Housing Assets, 1,784 Units

Miami-Dade County — Housing and Community Development Department

Solicitation PM-EVN0049658 | Event No. EVN0049658
Prepared by Awarded, LLC
July 27, 2026

HEADLINE FINDINGS

Incumbent position	**Entrenched — Royal American Management**
Public records on prior contract value	**Not disclosed in public records**
Portfolio condition signal	**Deferred maintenance history on Miami Beach assets**
Barrier to entry	**High — AMO + CPM, 3,000-unit reference, NSPIRE ≥ 80**
Price weight in scoring	**Low — 10 of 100 points**

1. Opportunity Snapshot

Field	Value
Agency	Miami-Dade County, Department of Housing and Community Development (HCD); issued by the Strategic Procurement Department
RFP Title	Property Management Services
RFP Number	Solicitation PM-EVN0049658 / Event No. EVN0049658
Location	Miami-Dade County, Florida (Miami, Miami Beach, Opa-locka, Perrine, Homestead, Florida City)
Service Type	Third-party property management — HUD PBS8, 202/PRAC, 811/PRAC, LIHTC, FDIC, HOME, SAIL, SHIP, Surtax, GOB, NSP
Portfolio	34 Housing Assets / 1,784 total units (30 federally funded, 3 non-federal, 1 non-federal with homeownership component)
Contract Structure	One contract for all 34 assets, seven-year term; County also intends to pre-qualify a Property Management Pool for work-order assignments
Pre-Proposal / Site Visit	August 5, 2026, 11:00 AM — Lakeside Towers Clubhouse, 7555 SW 152nd Ave., Miami, FL 33193 (recommended, not mandatory)
Submission Deadline	Per INFORMS; the solicitation packet filename indicates August 25, 2026. Confirm in INFORMS before relying on this date.
Evaluation / Award	Evaluation August–September 2026; projected award November 2026
Procurement Contact	Cheryl Page, Procurement Contracting Officer — (305) 375-3835, Cheryl.Page@miamidade.gov

Scoring Weights

Criterion	Type	Points
Relevant experience and past performance (incl. NSPIRE and MOR scores)	Technical	30
Experience and qualifications of key personnel and subcontractors	Technical	30
Management plan, methodology, and approach	Technical	20
Financial capabilities	Technical	10
Proposed price / Management Fee	Price	10

Pass/Fail Gates

Gate	Requirement
Minimum qualification	Active IREM Accredited Management Organization (AMO) and Certified Property Manager (CPM)
Reference portfolio	Named client with a minimum 3,000-unit affordable housing portfolio under active management
Ownership / executive depth	President and at least one Shareholder with 10+ years and an affordable portfolio of at least 1,800 units
Physical inspection	NSPIRE average score of not less than 80 points; results for the past 12 months by development name
Subsidy administration	Proof of 12 approved HAP vouchers billed and funded in the correct month
Rent-setting	HUD-approved Budget Based Rent Increase for a 202/PRAC or 811/PRAC asset
Marketing compliance	Demonstrated capability to produce a HUD-approved Affirmative Fair Housing Marketing Plan

Pricing Mechanics

Element	Terms
Fee basis	Percentage of total monthly tenant rent collected, quoted separately for each of the 34 assets (Form 1)
Fee duration	Guaranteed for the full seven-year term including any extension period
Fee coverage	Covers all costs to deliver the scope, including all out-of-pocket expenses
Additional deductions	Oversight Fee payable to HCD, built into the proposed operating budget. The 0.25% OIG audit fee is stated as not applicable to this solicitation.
Preferences	Local Preference, Selection Factor, and Local Certified Veteran Business Enterprise Preference all inapplicable due to federal funding
User Access Program	Not applicable to this solicitation.

Source: Miami-Dade County Solicitation Packet PM-EVN0049658, issued July 24, 2026 (project file).

2. Prior Contract & Incumbent

Incumbent	**Royal American Management, Inc. (RAM)**

Public records identify Royal American Management, Inc. as Miami-Dade County's managing agent for the housing portfolio covered by this solicitation. A County waiting-list notice describes RAM as "a managing agent for Miami-Dade County Public Housing and Community Development" opening site-based waiting lists for County mixed-income properties, and a Florida public notice published in August 2025 instructs bidders to request bid packages from "Miami-Dade County's agent: Royal American Management, Inc." RAM also managed the Miami Beach Community Development Corporation buildings before those assets transferred to the County, and press coverage of that transfer stated that management was not expected to change because both the nonprofit and the County worked with RAM.

Source: miamidade.gov housing waiting-list notice (2019); floridapublicnotices.com notice 11297329 (Aug. 2025); Miami Herald via news.yahoo.com, "After years-long saga, county will take over hundreds of Miami Beach affordable units."

Incumbent Profile

- Headquartered in Panama City, Florida, with regional offices including Miami and Orlando.
- Accredited Management Organization (AMO) — satisfies the solicitation's stated minimum qualification.
- Roughly 236 communities under management; portfolio spans HUD, RD, HOME, CDBG, HOPE VI, tax-exempt bond, and LIHTC programs.
- More than 50 years operating in multifamily and affordable housing.

Source: royalamerican.com/management; apartmentratings.com management profile; RAM corporate LinkedIn page.

Contract Value and Term

No prior contract value, term, or award date for County property management of these 34 assets was found in public records. HCD historically engaged RAM as managing agent on a per-property or portfolio basis rather than through a single publicly indexed countywide contract, and the compensation structure in this solicitation — a management fee taken as a percentage of tenant rent collected at each property, paid from property operating accounts — does not produce a single headline contract value the way a fee-for-service contract does.

Read on this — The absence of a published contract value is a pricing-intelligence gap, not evidence of a new program. Attachment F3 (Rent Roll) and Attachment F5 (Auxiliary Income) in the solicitation are the only reliable basis for modeling revenue at a given fee percentage. Model the fee against collected rent, not against unit count.

Is the Incumbent Rebidding?

Assume yes. RAM meets the minimum qualification on its face, holds the operating history the technical criteria reward, and has the NSPIRE and MOR record for these exact developments — which is the specific documentation the RFP demands. No public statement of an intent to withdraw was found.

Vulnerability — The incumbent’s exposure is documentary and technological, not relational. The RFP demands NSPIRE results averaging 80 or better for the past twelve months by development name, MOR reports for the past twelve months, and REAC reports for three years — all on a portfolio that includes buildings the County acquired specifically because they had fallen into deferred maintenance. A challenger with clean scores on a comparable affordable portfolio scores on the same 30-point criterion without inheriting that record.

3. Board & Budget Context

No Board of County Commissioners agenda item, staff report, or budget approval specific to PM-EVN0049658 was found in public records as of this brief's date. Under Miami-Dade's process, the award travels to the Board only after Competitive Selection Committee scoring, ranking, and negotiation — which the solicitation schedules for August through November 2026 — so an agenda item this early would be unusual.

The Acquisition That Created This Portfolio

The most consequential Board action behind this solicitation is the County's acquisition of the Miami Beach Community Development Corporation portfolio. The Board approved a transfer of the nonprofit's 16 buildings — 357 income-restricted units, 14 in Miami Beach and two in the City of Miami — to Miami-Dade County. The County assumed the nonprofit's debt and set aside nearly $13 million for building improvements, and agreed to maintain the buildings at existing affordability levels.

Sixteen assets in this RFP map to that transfer: Fernwood, The Shelbourne House, Crespi Park I/II/III, Villa Maria, Villa Matti, Meridian Place, The Michigan I/II, The Pennsylvania, The Allen, The Jefferson, Westchester, Edificio Camacho, and Edificio Pineiro. Madison Apartments transferred to the County separately in 2018.

Source: Miami Herald via news.yahoo.com, "After years-long saga, county will take over hundreds of Miami Beach affordable units."

Resident Profile on the Transferred Assets

- More than half of tenants reported annual income below $10,000.
- More than 80% of tenants are elderly or disabled.
- Buildings carried a history of sanitation and maintenance complaints with only limited upgrades under prior ownership.

Source: Miami Herald via news.yahoo.com (as above).

Why this matters for scoring — A Competitive Selection Committee evaluating a portfolio where most residents live on under $10,000 a year and 80% are elderly or disabled will read "approach to providing the service" through the lens of rent collection without displacement, emergency response, and accessible on-site staffing — not lease-up velocity.

Departmental Leadership

HCD is led by Interim Director Nathan Kogon with Deputy Director Clarence Brown. An interim directorship is worth noting: it raises the likelihood that the Competitive Selection Committee, rather than a permanent department head's stated preference, drives the outcome.

Source: myphcd.org (HCD departmental portal).

4. News & Public Sentiment

Narrative 1 — Rescue, Not Expansion

The dominant public story around these assets is preservation. The MBCDC transfer followed a 2013 review by the City of Miami Beach that found serious financial irregularities, including funds spent on unauthorized or ineligible activities. The executive director resigned, two city officials quit and a third was fired, and Miami Beach negotiated a settlement of more than $1 million with HUD. The nonprofit then lost government subsidies, began selling assets, and ultimately conceded that residents would be better off under County control.

Commissioner Eileen Higgins, whose district covers part of Miami Beach, publicly framed the transfer as relief for residents who had feared losing their homes.

Source: Miami Herald via news.yahoo.com (as above).

Narrative 2 — Thin Margins on Low Rents

MBCDC's chief of operations attributed the nonprofit's decline to the loss of government funding combined with a failure to anticipate rising utility and property insurance costs, noting that a building operating on very low rents already runs on thin margins and that someone has to absorb additional costs. That is the operating economics of this portfolio, stated by the party that ran it.

Source: Miami Herald via news.yahoo.com (as above).

Bid implication — The County has watched an operator fail on these buildings for cost reasons. A management fee quoted low enough to win but too low to staff the buildings will read as the same failure pattern. Price the fee to survive Florida insurance and utility escalation across seven years — the fee is locked for the full term with no escalator.

Narrative 3 — Countywide Housing Pressure

Miami-Dade has operated under a formally declared housing crisis since April 2022, and HCD has been executing against a five-year housing plan and a Choice Neighborhoods redevelopment agenda. Public attention to County-owned affordable housing is high, and a management failure on these 1,784 units would be politically visible.

Source: Miami-Dade County legistar matter 252385 (housing report transmittal); miamidade.gov/global/housing.

No news coverage was found alleging performance failures by the current managing agent at these specific developments. Coverage of resident complaints predates County ownership and attaches to the prior nonprofit owner.

5. Procurement History

Solicitation Timeline

Date	Event
Dec 16, 2025	Draft solicitation posted for industry comment (Rev. 12.16.2025), with an April 2026 conference and May 2026 due date
Mar 17, 2026	Board awards HCD Section 8 Housing Voucher Services (EVN0014230) to Quadel Consulting and Training, LLC — $366.4M aggregate
Jul 24, 2026	Final PM-EVN0049658 solicitation packet issued (119 pages)
Aug 5, 2026	Pre-proposal conference and site visit at Lakeside Towers
Aug–Sep 2026	Competitive Selection Committee evaluation, scoring, and possible oral presentations
Nov 2026	Projected award date

What Changed Between Draft and Final

The County posted a draft of this solicitation for industry comment before issuing the final packet. The differences are instructive about what the County heard.

Item	Draft (Rev. 12.16.2025)	Final (Jul. 24, 2026)
Minimum qualification	AMO only	AMO and CPM
Asset No. 18	Medvin-New Brickell School House Apartments (non-federal)	Southside Residences (federal)
Asset No. 17 (Magnolia North)	Non-federal	Federal
Miami Beach assets	Federal / mixed income	Several reclassified (e.g., Crespi Park, Westchester now non-federal)
Pre-proposal location	Downtown Miami, 111 NW 1st Street	On-site at Lakeside Towers with a formal site-visit schedule (Attachment A)
Due date	Fixed calendar date	Deferred to INFORMS

Source: miamidade.gov Future Solicitations posting, Posting_FS_Property_Management_Draft.pdf; final solicitation packet (project file).

Signal — Adding CPM to the minimum qualification narrowed the field after industry comment. Moving the pre-proposal conference from a downtown conference room to the Lakeside Towers clubhouse, paired with a formal site-visit schedule, signals that the County wants bidders to see the physical condition of the assets before pricing them.

Comparable HCD Procurement — Section 8 Voucher Services

HCD’s most recent major outsourcing gives a reliable read on how this agency runs a competitive procurement. Contract EVN0014230 for Section 8 Housing Voucher Services was issued under full and open competition on April 30, 2025 and closed July 21, 2025 with six proposals received. Staff identified potential responsiveness issues in five of the six; the County Attorney’s Office deemed two proposals non-responsive — one for modifying the offer validity period, one for failing to submit technical and pricing information. Scoring occurred September 25, 2025, orals and final scoring October 1, negotiations concluded October 24, and the Board awarded on March 17, 2026 to Quadel Consulting and Training, LLC at an estimated $366.4 million aggregate over five years plus a five-year renewal option. A bid protest was filed by Nan McKay & Associates on January 20, 2026 and withdrawn February 12, 2026.

Source: Miami-Dade County legistar matter 260361, Agenda Item 8(P)(2), March 17, 2026.

Pattern Assessment

- Roughly ten months from solicitation issuance to Board award — longer than the RFP’s own projected schedule suggests.
- Responsiveness is enforced hard. Five of six proposals drew scrutiny; two were killed on form defects, not substance.
- Non-local vendors win. Local Preference is unavailable on federally funded solicitations, and HCD awarded its largest recent contract to an Indianapolis firm with zero Miami-Dade resident employees.
- Protests happen and do not necessarily change outcomes.
- The County pre-tests scope with draft postings and industry comment before issuing final — as it did here.

Responsiveness risk — On a 119-page packet with mandatory INFORMS web forms, four affidavits, a per-property price schedule, and documentary proof across seven separate qualification gates, the highest-probability loss scenario is a form defect, not a low score.

6. Implications for Bid Strategy

What the Agency Actually Cares About

Read against the research, HCD's priorities are legible. The County took ownership of buildings that a prior operator could not maintain, committed roughly $13 million to fix them, and promised residents — most of them elderly, disabled, and living on under $10,000 a year — that affordability and conditions would hold. Sixty of the 100 evaluation points sit on experience, past performance, and key personnel; the RFP demands NSPIRE, MOR, REAC, HAP voucher, and BBRI documentation as proof rather than narrative. HCD is buying evidence of demonstrated federal compliance execution on a distressed elderly and disabled portfolio. It is not buying a management philosophy.

Incumbent Position

Incumbent advantage	**Strong on relationship and portfolio knowledge**
Incumbent exposure	**Documented physical condition of the assets it manages**

Royal American holds three real advantages: it already manages these buildings, it satisfies the AMO gate, and it can produce property-level inspection history without reconstructing it. Its exposure is that the same history is the scoring evidence. If NSPIRE averages on the Miami Beach assets sit near the 80-point floor, that is a documented weakness a challenger can beat with clean scores on a comparable portfolio. The County has also written a scope that reads like a correction: AI-enabled cloud software, a regional supervisor for every 300 to 600 units, 24-hour emergency repair, 15-day vacant unit turns backed by liquidated damages, and compliance-fee pass-through for any monitoring finding. Those are specifications written by an owner who wants something different from what it is getting.

Pricing Signals

Price carries only 10 of 100 points and is evaluated subjectively in combination with the technical proposal, not by lowest-number formula. A fee percentage that undercuts the field will not buy meaningful points and will invite the exact question the MBCDC collapse raises: can you staff these buildings at that number for seven years with no escalator, absorbing all out-of-pocket costs, the HCD Oversight Fee, and the 0.25% OIG audit fee? Quote a defensible fee and spend the proposal's energy on the 60 points sitting in experience and personnel.

Fee percentages should vary by asset. Lakeside Towers at 384 units and Park Lake at 82 units carry very different cost-per-door than Madison at 17 units or Southside Residences at 10 units, and 15 of the 34 assets fall under 40 units. A flat percentage across all 34 lines signals that the bidder did not model the portfolio.

Risks and Red Flags

- All-or-nothing scope. Proposals must cover all 34 assets. There is no partial bid and no way to avoid the hardest buildings.

- Seven-year fixed fee with no escalation clause, in a market where the prior operator was defeated by insurance and utility cost growth.
- Deficit exposure. HCD will not fund deficits, deficits may not degrade service, and a deficit is grounds for termination at the County's discretion.
- Financial-penalty pass-through. Compliance fees and lost HAP funds from any monitoring or NSPIRE-V finding are reimbursed to the County in proportion to each finding.
- Liquidated damages equal to vacancy loss if vacant units are not made available within 15 days.
- Scattered-site labor. Wynwood, Coconut Grove Homes, Perrine Rainbow, and Goulds Homes are duplex, townhouse, and single-family sites spread across the County — staffing them costs more per door than the towers.
- R-321-23 exposure. Any Office of Inspector General or Commission on Ethics adverse finding or substantiated allegation against the bidder or a subcontractor within seven years goes to the Committee and can trigger re-scoring.
- Deadline ambiguity. The packet defers the due date to INFORMS. Confirm it directly and re-submit after every addendum, since acknowledging an addendum without clicking Submit Proposal voids the submission.

Where to Put the Proposal's Weight

- Lead with property-level NSPIRE and MOR scores by development name on a comparable affordable portfolio. This is the single highest-value evidence in the package.
- Name the 3,000-unit reference client early and make the contact verifiable. It is a gate before it is a score.
- Put the President and Shareholder resumes against the 10-year and 1,800-unit thresholds explicitly, with the program list mapped item by item.
- Specify the software platform by name against every functional area the RFP lists, including AI forecasting, eSignature, API integration, and source-to-pay. The requirement is written narrowly enough that a generic answer reads as non-responsive.
- Build the transition plan around HUD file integrity, waiting-list transfer, and HAP continuity — the three places a management change on a federally subsidized portfolio actually breaks.
- Show the staffing math: one Regional Property Supervisor per 300 to 600 units across 34 sites in six municipalities, with named coverage for scattered-site assets.

Bottom Line

This is a defensible incumbent on a portfolio the County has publicly committed to fixing. The path to displacement is documentary — clean federal inspection and compliance evidence on a comparable portfolio, a named software platform that matches the specification line for line, and a staffing model priced to hold for seven years without escalation. A firm without an AMO, a CPM, a 3,000-unit affordable reference, and twelve months of NSPIRE scores at 80 or better should not spend the pursuit cost.