

HUDSON HOUSING AUTHORITY



41 North Second Street, Hudson, NY 12534

HUD NY61-1

Ph (518) 828-5415 Fax (518) 828-2591

**Proud, Progressive, Concerned*

Request for Qualifications & Proposals
for
Co-Development Partner(s)
for the Hudson Housing Authority's
Redevelopment/Revitalization of its Public Housing Portfolio
and
New Mixed Income Housing Development Project

THE HUDSON HOUSING AUTHORITY

41 North Second Street

Hudson, New York 12534

Request for Qualifications for a Co-Development Partner(s) for the Hudson Housing Authority's Development of Colombia Apartments and Vacant State Street Property.

The Hudson Housing Authority (Authority) is seeking an experienced, innovative, and proven co-development partner(s) for two proposed projects. The first, under a proposed HUD Rental Assistance Demonstration conversion (RAD), is the rehabilitation or redevelopment of the Authority's Colombia Apartments, a 9 story 117-unit high rise and 15-unit low rise development originally constructed in 1973. The second project is a proposed new mixed use, mixed income, housing development on State Street, an adjacent vacant parcel owned by the Hudson Housing Authority.

It is the intent of the Authority to enter into a public/private co-development agreement with the selected respondent to develop both properties with the Authority or a closely held affiliate of the Authority.

This solicitation contains submission requirements, project descriptions, terms and conditions and other pertinent information relative to submitting a proper and responsive response to the solicitation. It is the intent of the Authority for respondents to submit proposals for both projects, however, the Authority reserves the right to break up combined proposals into separate projects and contracts at its discretion, if necessary.

Prospective Offerors desiring an explanation or interpretation of the solicitation or its contents are encouraged to participate in a pre-submittal Meeting to be held on **Wednesday, February 28, 2018 at 1:00pm** at 41 North Second Street, Hudson, New York or submit written questions by e-mail in accordance with the requirements set forth below.

To obtain a full copy of the solicitation RFQ and submission requirements, prospective offerors must download the RFQ from [HTTPS://www.hudsonhousingauthority.com](https://www.hudsonhousingauthority.com). Packages will be available online beginning January 22, 2018. Addenda and additional information will be posted online as available and proposers are responsible for checking the website for additional information or to obtain a full copy of the Solicitation RFQ and submission requirements. Packages will be mailed upon request.

All responses to the solicitation must be enclosed in a sealed envelope and labeled as follows: **"Hudson Housing Authority Co-Development Partner" Solicitation, Due Date Friday, March 30, 2018 at 3:00 P.M.** The solicitation response must be addressed to Timothy Mattice, Executive Director, Hudson Housing Authority, 41 North Second Street, Hudson, New York 12534. Late submissions will be handled in accordance with the provisions in Form HUD-5369-B. The Hudson Housing Authority reserves the right to reject any and all proposals.

Notice: Any contact, whether to influence selection of a proposal or for any other reason by a respondent with members of the Authority Board of Commissioners, Authority officers, and/or Authority employees related to this procurement other than to Mr. Mattice, in writing, as provided above, during the procurement process may result in disqualification of a proposal.

Timothy Mattice
Executive Director
Hudson Housing Authority

INTRODUCTION 4
THE AUTHORITY DEVELOPMENT STRATEGY 5
SCOPE OF WORK..... 6
SUBMITTAL REQUIREMENTS..... 8
SUBMISSION FORMAT 9
EVALUATION CRITERIA 15
SELECTION PROCESS 16

THE HUDSON HOUSING AUTHORITY
41 North Second Street
Hudson, New York 12524

**Request for Qualifications for a Co-Development
Partner(s) for the Hudson Housing Authority's
Development of Colombia Apartments
And
State Street Property
Solicitation # 2018-01**

INTRODUCTION

The Hudson Housing Authority (“Authority”) consists of a single site located at 41 North Second Street, bounded between State Street and Columbia Street. The Authority’s public housing portfolio comprises Colombia Apartments, a 117 unit, 9-story high rise, and 15-unit low rise consisting of three buildings originally constructed in 1973. The Authority filed a Rental Assistance Demonstration (RAD) conversion application for its entire public housing portfolio in October 2017, and is currently on the RAD waiting list for a commitment to enter into a Housing Assistance Payment (CHAP) award.

As part of the RAD conversion, the Authority is seeking a co-developer that can assist in determining the appropriate development approach for its public housing through either rehabilitation or redevelopment of its existing facilities. The Authority will require a thorough comprehensive comparison of both development options to be conducted in a transparent, community engaged public process before any design or implementation projects start.

On a separate project, the Authority owns an adjacent vacant parcel of land approximately an acre in size located on State Street that the Authority wishes to use for development of a new, separate, mixed use, mixed income housing project (“Project”). The Project is likely to be a 40-50 unit low rise structure with units ranging from one to four bedrooms for mixed income residents. The proposed structure will include a retail and community space component on the first floor with the overall building design to be architecturally appropriate with the character of the neighborhood and community. The Authority is currently partnering with the City of Hudson, the Hudson Development Corporation, and Columbia Economic Development Corporation in developing additional affordable housing as a result of the City’s recent award of \$10 million dollar from the New York State Downtown Revitalization Initiative (DRI). Through the DRI award, a Local Planning Committee (LPC) was established that identified a critical need for additional affordable housing in Hudson. As a result, the Authority has submitted an application for funding through the DRI in the amount of \$800,000 for predevelopment and construction costs for a new affordable housing project. This development initiative may require HUD approval of the redevelopment under the Section 18 inventory removal

process.

Through this Solicitation, the Authority is providing notice to interested parties that it is seeking a qualified developer(s) or development team(s) to partner with the Authority to assist in the planning, design, and development of two separate projects that includes the Authority's public housing units, Colombia Apartments, and a new affordable housing project at its vacant State Street site. It is the intent of the Authority that the Authority will be significantly involved in the planning and decision-making process for the development effort of both projects and is seeking a partner to participate in its planning, design and implementation.

The properties have significant features and strengths that offer distinct opportunities and potential uses in the plan of development. The location of the properties, their size and proximity to key community parks, the Hudson River, and an active retail and commercial center are significant features that will support and enhance development opportunities.

The successful respondent(s) when selected must articulate and present preliminary development concepts for both projects integrating them into each other and the larger community, increasing access to affordable and quality housing, strengthening community resources, and providing an appropriate affordable mixed income housing concept for the State Street site.

The successful development partner must demonstrate the ability and past experience working with the significant involvement of a PHA to implement a site-specific development plan. Proposals must clearly commit to including the Authority, the public housing residents, the community and institutional stakeholders in its development planning process.

Proposals must demonstrate the proposer's experience, capacity and readiness to financially and technically refine, plan, finance, implement and manage the proposed concept in coordination and in partnership with the Authority and its affiliate company. Responses must clearly articulate and demonstrate previous experience and qualifications relative to the implementation of programs of similar scale, cost and complexity as described in response to this solicitation.

The Authority encourages creative proposals that benefit the overall development effort, the Authority and the resident community. Respondents are encouraged to enter into joint venture relationships with development team participants, including architects, engineers, legal counsel, accountants, and consultants, and where appropriate, to create highly qualified and experienced teams responsive to the needs of the Authority.

Initially, the successful proposer will enter into an agreement with the Authority to refine the concepts presented in their response, fully detail proposed financing options and approaches, and to develop a clearly articulated development plan in detail. In collaboration with Authority, the selected development partner will be responsible for regularly communicating progress and details developed during preparation of the plan to residents, the City, key stakeholders, and the broader community.

Subject to the satisfactory completion and acceptance/approval of the development plan by the Authority, one or more development agreements will be negotiated and executed by the Authority or its affiliate with the selected development partner that identifies the Authority as a project co-developer. The development agreement may only provide for a single phase of development.

The development agreement will delineate the roles and responsibilities of Authority, its affiliate and the development partner, and will define relevant business terms, milestones and parameters for the development phase or component. The selected Development Partner in collaboration with the Authority will be responsible for securing funding for pre-development, the development program, construction, lease up and management.

The Authority's goals for the development are:

- I. To develop financially, operationally and socially sustainable public housing as part of a mixed income housing development;
- II. To develop affordable mixed income housing for residents of the City of Hudson; and,
- III. To maintain significant ownership, operational and management control of the property.

THE AUTHORITY DEVELOPMENT STRATEGY

The Authority's strategy for development is twofold. First, under a proposed RAD conversion is the rehabilitation or redevelopment of all the Authority's Columbia Apartments public housing units into a sustainable, new urbanism design that integrates its public housing at its current site and footprint, and incorporates the historic architecture of the Hudson community. The second project is to construct a mixed income and potentially mixed-use development on a new site that complements the neighborhood, the community and the adjacent public housing project. The Authority anticipates maintaining significant leadership, ownership and operational roles in both development projects. To be considered responsive, firms must describe in detail their history and experience in Rental Assistance Demonstration (RAD) conversions and assisting housing authorities and not for profit entities in the development of housing. This should include areas of supporting a PHA in development management, property and asset management, and LIHTC regulatory compliance. The Authority encourages explanations of how the respondent's history and prior experience in these areas will assist the Authority to accomplish its goals in this area.

The Authority intends to apply for any available and applicable public and private resources to finance the development, including available development funding, State funds, tax- exempt bonds and low-income housing tax credits. To be responsive, the respondent will detail in its statements of qualification, its history and experience with similar development initiatives and detail how this will be utilized in the proposed program.

SCOPE OF WORK

The Authority invites developers interested in partnering with the Authority as a co-developer to respond to this request for qualifications with their qualifications and concept for developing the properties. The co-developer selected through this process must demonstrate experience in RAD, options of organizational structures under RAD, and development of viable public housing and affordable mixed income housing under a variety of financial models. The Authority encourages respondents to detail its past experiences and to propose creative forms of partnerships that will benefit the development team, the Authority, and the community. Respondents are encouraged to explain how past experiences and relationships have enabled them to successfully undertake similarly complex development efforts including predevelopment, development, lease up and occupancy.

The selected co-development partner will be expected to work with the Authority and its advisors in developing a plan for the properties in order to optimize the value of the development while simultaneously advancing the agency's social equity, environmental, and economic objectives. The agency is open to a number of ways that a partnership can be formulated in order to achieve these outcomes.

Expectations for the Public-Private Partnership

As a public housing agency with decades of experience in housing and community development, Authority envisions this relationship with the co-developer as a "public-private partnership". Authority

is willing to consider legal structures for the co-development partnership that will allow it to achieve its objectives for the development of its properties that are compliant with HUD and State policy, consistent with the mission of the Authority and which will allow the co-development partner to achieve its reasonable business objectives.

Proposers are strongly encouraged to closely examine the requirements outlined below and to submit a proposal with preliminary plans and concepts that are responsive to the area, the neighborhood, the market and the environment. Proposals should provide a clear and well-articulated narrative detailing how the proposed development plans will result in the successful and sustainable revitalization and transformation of the neighborhood.

Each proposer's conceptual development plan should consider the following as desired program elements for the development "Plan":

Colombia Apartments Public Housing Plan:

1. The Authority's project proposal should provide complete development and financial scenarios under a RAD conversion, including organizational ownership structure options for the Authority.
2. The Authority's project proposal should provide in the form of a cost feasibility comparison study for either the rehabilitation or redevelopment of the entire Authority's public housing portfolio (Colombia Apartments). The study shall articulate the basis for determining the type of development scenario chosen in a full transparency process to the public housing residents and Hudson community.

State Street Development Plan:

1. The plan should envision the creation of a new, economically viable, mixed use, mixed-income community for the site. The plan can include a mix of affordable and market rate rental units that the proposer believes to be viable, sustainable, and beneficial to both the immediate neighborhoods and the community as a whole. There shall be no discernible physical or perceptual differences between housing unit types proposed for varying income levels.
2. The proposal should describe the overall number of affordable housing units within the developed community. Recognizing the need expressed in studies to date, the Authority wishes to maintain a high level of affordability in the redeveloped community. To qualify as "affordable", units, regardless of type, must be affordable to households with incomes at or below 80% of AMI. Specific income tiers, funding sources and affordability criteria should be identified and explained.

Applicable to Both Plans:

1. The Authority understands that certain funding sources and economic considerations often require a financial structure with specific requirements. The proposal or plan should detail in a narrative such structures, mixes and the unit types (i.e. accessible units) consistent with the proposed funding source requirements.
2. Both Authority's project proposals should envision the creation of an environmentally sustainable community by developing structures and using processes that are environmentally responsible and resource- efficient throughout a building's life cycle from siting to design, construction, operation and maintenance consistent with HCR's green standards. Plans should incorporate open spaces, walkability principles and public transit options.
3. Both Authority's project proposals should connect to, if practical and economically feasible, adjacent stakeholder uses around the site to develop a larger community focus that addresses needs based on market analysis assumptions and community viability.
4. Both Authority's project proposals should clearly identify funding sources appropriate for the

proposed development program, maximizing efficiency and effectiveness of public capital proposed for the development. The Authority seeks responses that will leverage public and private investment to the greatest extent possible and minimize Authority investment in predevelopment and development costs.

5. Both Authority's project proposals should provide complete financial scenarios for predevelopment, development and operations including sources of funds (public and private), uses of funds, phasing as related to financing and relocation, permanent sources, and representative projects where such financing has been successfully accomplished by the respondent in the last five years with an emphasis on projects completed in the State of New York.
6. Both Authority's project proposals should clearly describe public/private partnership opportunities, inclusive of the Authority, for financing, development, property management, and any potential commercial aspects. Joint ventures or collaborative partnerships, including public-private partnerships, are highly encouraged to ensure that development, operation and management are implemented by the most qualified and experienced partners. The Authority envisions a significant role in the developed project including significant ownership, property and asset management roles and the Authority will consider development only proposals.
7. The response shall discuss and recognize that the Authority will be seeking terms recognizing its significant investment of resources including funding, land, and the roles and responsibilities anticipated by Authority throughout the development process.
8. **The plan(s) presented must provide for sharing of developer's fees, revenues and cash flows to be generated by project development activity. In this regard, the proposer may offer a greater amount but should be aware that 40% of the developer's fee is the minimum fee that is considered appropriate in recognition of the Authority's investment in the development.**

The above goals are for consideration by respondents and are only preliminary program goals. They are subject to change with refinement and discussion throughout the planning and development process. Respondents are encouraged to independently consider the options and opportunities for development of the property that provide the greatest benefit to Authority and the community.

The Authority will bring to the partnership its ownership of the property, property and asset management expertise and resources, its experience, relationships and its expertise in managing and operating affordable housing in the City of Hudson.

The co-developer will be expected to contribute its expertise in public and affordable housing finance and development, its access to capital, its sophistication in development, financial and project management as well as its ability to work successfully within a public-private partnership.

SUBMITTAL REQUIREMENTS

Pre-Submittal Meeting: A Pre-Submittal meeting will be held at **1:00 p.m. on Wednesday, February 28, 2018** at the Hudson Housing Authority.

Deadline for Questions: Any questions or requests for further information must be directed in writing by e-mail no later than **3:00 p.m. on February 16, 2018**, to Timothy Mattice, Executive Director at tmatticehha@choiceonemail.com.

Addenda: Questions received by the deadline will be included in an Addendum along with Authority's responses to those questions. Any changes or clarifications to this solicitation will be included in an addendum at that time. Addenda will be sent to all respondents by email. It is the responsibility of respondents to check their email prior to submission of a proposal to review and download any addenda issued.

Respondent Submittal: Submittals are to be received at the following address no later than **3:00 p.m. on Friday, March 30, 2018:**

**Attn: Timothy Mattice
Executive Director
Hudson Housing Authority
41 North Second Street
Hudson, New York 12534**

Late submissions will be handled in accordance with the provisions in Form HUD-5369-B. The Authority reserves the right to reject any and all proposals. NOTE: A faxed or e-mailed proposal is not acceptable.

All submittals must be clearly marked:

“Hudson Housing Authority Co-Development Partner(s) solicitation - Due Date and Time: March 30, 2018, 3:00 P.M. “

When delivered or mailed to avoid any confusion about recording arrival dates and times. Respondents should submit their materials early to avoid any risk of ineligibility caused by unanticipated delays or other delivery problems.

All proposals received will become the property of Authority and will not be returned to the Respondent.

Required number of copies: Respondents responding to this solicitation shall submit one original, one PDF copy on a flash drive, and seven copies to the address indicated above.

Cost of Preparing Submittals: The Authority will not be liable for any costs incurred by the Respondent in the preparation and presentation of materials submitted in response to this solicitation including, but not limited to, costs incurred in connection with the Respondent's participation in the pre-submittal conference.

Rights Reserved by Authority: Authority reserves the right to waive any irregularities in submittals and/or to reject any or all submittals. Authority requests that companies refrain from requesting public disclosure of selection information until a contract has been executed as a measure to best protect the solicitation process, particularly in the event of a cancellation or re-solicitation. With this preference stated, Authority continues to properly fulfill all public disclosure requests for such information as required by State Law.

Ex-parte Communications: Please respect the Authority's procurement policy and do not attempt to query Authority personnel, members of the evaluation panel, or members of its Board of Commissioners regarding this Solicitation except through written questions submitted in the manner and within the time frame indicated above. Ex-parte communications may render the responding firm ineligible or disqualified for this solicitation.

Confidential Information and Public Disclosure: Financial statements, confidential information and bank references may be placed in a separate sealed envelope marked “confidential”.

SUBMISSION FORMAT

To provide all responding firms equal consideration and opportunity to be evaluated fairly, submissions must be formatted as described below. The submission shall be bound in a three-ring binder with the requisite tabs. Pages should be 8 ½ by 11 inches. Illustrations or supporting documents that exceed this dimension should be folded and placed within the binder, not separately provided. The front cover shall clearly identify the responding firm and the solicitation number. The sections that must be included in the written submission are below and must be clearly labeled and assembled in order provided below.

Tab 1— Letter of Interest

The cover letter must identify the development team members and identify the primary contact person for the lead and all main partners: the letter may not exceed three (3) pages in length. Please include phone number, facsimile number and e-mail address of the respondent. The letter must be signed by an authorized principal of the proposer and include a statement that the response will remain valid for not less than 180 days from the date of the submission.

The cover letter must describe how the respondent will work with Authority to develop a collaborative working relationship and to resolve any differences in the development program and an affirmative statement agreeing to enter into an agreement for the development as a co-development partner.

Tab 2 - Team Description

Provide general information, in no more than ten (10) pages, about the proposing company (tables and spreadsheets in response to a portion of this submission element may be included in the appendixes and will not count toward the total page count). Include the following:

1. Name of the proposing company, primary contact, main address, telephone/facsimile numbers and e-mail address; address, phone and facsimile numbers of office from which services will be provided, if different from above;
2. A detailed listing of all prior and current DBAs, affiliates, fictitious names and prior names used by the respondent partner and team members (if any). Clearly state the legal status of the entity submitting the response, its status in the State of New York and any entities to be formed upon selection.
3. Description of the firm size in annual revenues, number of employees, and a description of type, location, completions accomplished during the most recent three years, scheduled completion and dollar value of the projects in the pipeline and projects completed over the last three years; Identify the individual who will serve as principal contact person and Project Manager/lead for the respondent, who will direct and coordinate the effort through completion. Describe the project manager's prior experience with projects of similar scope and size, with particular emphasis on experience directing a multi-disciplinary team and facilitating a community involvement process. This person will be considered a **Key Person** by the Authority. Removal or replacement of this individual is subject to the approval by the Authority and may be grounds for contract termination. The authority of the Project Manager to execute transactions and make decisions on behalf of the responding firm must be clearly defined and full legal and contractual authority is strongly preferred.
4. The submission must provide an organization chart of the respondent's team. Note that the Authority desires to participate in the selection of team members, therefore responses are not required to include all fields and disciplines or functions such as planners, engineers and contractors. Please provide a description and specific projects and clients demonstrating the respondent's team's prior experience working collaboratively together. In addition, the submission must provide examples of the team's individual and/or collaborative prior experience with projects of similar scope and size, as well as experience in New York State (if any).
5. Indicate whether the respondent or any team member, their successors, affiliates or prior entities has ever been terminated from a contract, has been or is debarred, has been sued, or is currently in litigation with a client or governmental entity and if so, describe the circumstances and outcomes in detail.

Tab 3 - Co-Development Partner Profile

Provide an overview of the respondent's experience, limited to ten (10) pages, in RAD conversions, planning, construction and management of projects similar to what is proposed. The respondent firm should clearly demonstrate experience, capacity and expertise consistent with the role proposed. Include the following information for the last five (5) years. Projects must be listed in chronological order:

1. Rental Assistance Demonstration conversion (RAD) projects that involved either rehabilitation or demolition and redevelopment of public housing units using LIHTC funding and other mixed financing.
2. Affordable and mixed-income (or mixed use if proposed) rental housing projects (in excess of \$15,000,000 (five million) in a single project development cost) successfully completed within the past 5 years, identifying the states where they are located and the sources of financing, including public and private sources.
3. Provide evidence of timely development demonstrating that projects were on schedule and within budget. In the appendix, please provide current annual operating statements for the represented developments. Please provide the following specific information as applicable:
 - a) Name of the project
 - b) Date of completion or anticipated completion
 - c) Location
 - d) Size and type of project
 - e) Rental units (unit mix and incomes served)
 - f) Total cost of development, soft cost and hard costs
 - g) Sources of financing (e.g. tax credits, bonds, CIF, project-basing, CDBG/HOME, mortgages, etc.), and
 - h) Contact name and phone number
 - i) Business Terms with PHA or non-profit – please detail the specific PHA-development deal terms, including ownership interest, costs sharing, developer fee sharing, cash flow distribution, management involvement and similar terms with the PHA.
4. Provide detailed profiles of key staff, including the Project Manager, who will be involved in the Development/ Development effort. Specify the roles of key staff in carrying out this initiative and their previous experience with development and preservation.
5. The proposer must demonstrate financial capacity (as co-developer and potential provider of guarantees) as evidenced by financial statements, the firm's most recent audit and bank references, and the developer's discussion in its response. ALL RESPONSES SHOULD INCLUDE THE FINANCIAL INFORMATION OF THE LEAD/PROPOSING ENTITY AND ONLY INFORMATION FOR THE ENTITY PROPOSING WILL BE CONSIDERED. Single purpose entities or partnerships created in response to this RFQ are not eligible, only financial information for the specific entity proposing will be considered. The response must clearly designate who, among the previously existing team members, will be the "leader" and primary financial backer and provide all required financial information for this lead team member. It should be noted that this team member will be considered the primary contact between the selected development team, Authority, and other key stakeholders and will be considered to have primary responsibility throughout the Development process.
6. Attach three concurrent years of audited or Certified Public Accountant prepared financial statements for the proposer who will be responsible for the financing of the development and

operation of the project. **The financials provided must be for the specific entity being proposed and may not be of an affiliate, parent, subsidiary or entity other than the legal entity being proposed.** The financial statements must include the most current year for which audited, or CPA prepared financial statements are available. The statements must include an Income Statement as well as a Balance Sheet showing assets, liabilities and net worth of the entity. Financial statements and bank references may be placed in a separate sealed envelope marked "confidential."

7. Provide a detailed narrative including specific references to the financial statements above, indicating how the respondent will contribute to financing pre-development costs, development costs, guarantees, bonds and other expenses and five projects, with references, that demonstrate the respondent's experience and success in financing or co-financing similar projects.
8. Five references must be submitted for the respondent with specific contact information for each reference. References from projects similar in scope, complexity and cost with the concept proposed, including one from a public-sector entity and four from among the following entities are required:
 - (i) Construction and permanent lenders
 - (ii) LIHTC limited partner investor or other public sponsor
 - (iii) Bond or LIHTC issuing agency
 - (iv) A community group or public housing resident group that worked with the respondent on a specific project.

Tab 4 – Property and Asset Management Approach and Experience

The Authority intends through its affiliate, to provide asset and property management in partnership with the proposer with a transition to full management responsibility. In no more than five (5) pages, discuss your proposed approach to supporting the Authority's objective in Asset and Property management and demonstrate experience, working with PHAs, with mixed income and mixed-use property management (including organization, condominiums and leased property management and LIHTC, if proposed). Include information about uses being managed, income groups served, current occupancy levels, and operating deficit history. Include a description of development types (mixed use, mixed income, affordable, etc.), location and financing of the properties currently under asset or property management.

Experience presented must directly relate to the development proposal and concept being presented in the technical approach section or it will not be deemed relevant. For example, if the proposer is proposing a mixed-use development concept with mixed income housing, mixed use-mixed income property and asset management specific experience must be provided.

Tab 5- Financial Development Experience

The solicitation requires that the proposer demonstrate past experience and provide evidence of their proven ability to secure, structure, and implement layered financing for projects of similar size, scope and complexity. In no more than five (5) pages, please demonstrate experience with each of the different types and uses that it anticipates will be required for this effort. This must include a discussion of past success in securing a wide range of financing for all of the types of development proposed in the development plan. The developer must state the status of current or pending funding requests and past experience or history in securing funding from all sources including in New York. The respondent must demonstrate successful experience in the master planning and construction of mixed-income, housing development projects of comparable size and complexity in areas working with a public housing authority.

Include a detailed narrative including specific references to the financial statements above, indicating how the proposer will finance pre-development costs, development costs, guarantees, bonds and other expenses consistent with the proposer's concept and a list of five projects, with references, that demonstrate the proposer's experience and success in similar projects.

Tab 6 – Operational Approach

Authority is requesting that respondents provide detailed responses, limited to three (3) pages, to each of the questions raised in this Request for Qualifications. The respondent must, at a minimum, discuss the intent to and experience with capacity building of PHA staff during the predevelopment and development phases, and during the management and operation of the redeveloped properties.

Indicate previous experiences with such a relationship with other Public Housing Authorities, describing successes and failures. Address potential concerns (if any) regarding this partnership approach with Authority.

Tab 7 - Business Terms

The respondent must detail in five (5) pages or less, its proposed business terms for the development, including proposals for the Authority's compensation or cost sharing, acquisition or ground lease terms, developer fee (calculation and sharing with Authority), project cash flows, post tax credit compliance period ownership, asset and property management and timing of payment of such fee for developing the project as currently proposed, and basis for how it might change should the development project change.

The proposed Development Partner should describe the proposed compensation and return on investment to be paid to the Authority, and timing of such payments during the construction period and through project operation, including, without limitation, a share of development fees, management fees, interest earnings on loans and residual cash flow.

The Proposer must CLEARLY state and describe the ability, interest and plans for Authority to participate in the development process, asset management and property management process and fees sharing. Specific items to include are:

- 1. The proposed developer fee arrangement, note the minimum amount acceptable to the Authority is 40%.**
2. Clearly state the ownership terms being proposed both during the tax credit period and post the compliance period. The Authority understands LIHTC structures and anticipates 50 percent ownership in the General Partner with active participation in GP management. Post tax credit compliance, the Authority anticipates being the sole owner of the property at the IRS minimum.
3. Clearly state the ground lease terms and payments. The Authority is proposing a ground lease with a term of 99 years as is typical for New York LIHTC projects.
4. Clearly define the asset management roles and fees and the participation of the Authority in asset management. The Authority anticipates a significant role in asset management and a significant share of fees to be derived from asset management.
5. Clearly define the property management roles and fees and the participation of the Authority in property management. The Authority anticipates a lead role in property management and a majority share of fees to be derived from property management.

The Authority reserves the right to award a contract based upon the proposer's business terms.

Tab 8 – Technical Response and Concept Plan

In no more than fifteen (15) pages, proposers should provide a preliminary concept plan detailing how they would rehabilitate or redevelop Colombia Apartments as part of a RAD conversion, and develop the

State Street site under a mixed financed project. The response must, at a minimum, discuss the following components of a Development plan:

1. The response must include the proposed Development Partner's initial proposed conceptual site plan for the Columbia Apartments and State Street site and its impact on the immediate neighborhood. The narrative and illustrations should provide the respondent's preliminary assessment of the site's opportunity, the Authority's stated objectives, and the city's plans for the area.

The narrative should detail the development of Columbia Apartment's public housing units under RAD and State Street's plan, schedule, the overall goals and objectives, a preliminary housing and use mix including income mix, rental units, and community space, and/or commercial/office space. The developer should propose how its plan provides a "balanced" mix of housing types including affordable, market rate, workforce housing and complements the Authority's concepts. It is understood that the specifics of the development program and site and unit designs will be refined through collaborative process between the developer and the Authority. The developer should describe its plan and approach for working collaboratively with stakeholders. The development plan should include:

- a. Narrative description of the site concepts.
 - b. Building program (diagrams) with uses, density and income mixes.
 - c. General land uses, open spaces and community spaces.
 - d. Phasing plan (if any) – including phasing of required affordable housing units.
 - e. Infrastructure plan (road, walkways, vehicle access, etc.)
 - f. Proposed site plans.
 - g. Sketches of representative conceptual architecture and building designs.
 - h. Discussion of public amenities such as transportation, community resources and green space.
2. Proposers should clearly detail the mixed income nature of the development including the number of units in each income tier, proposals for each income tier (if any, style and type of units (rental, low rise, townhome, etc.) for each income level. The proposal shall clearly describe its strategy for developing a true mixed income community.
 3. Respondents shall submit a preliminary financing plan for development consisting of, at a minimum, the overall development budget by phase (if phased), predevelopment financing, development and construction financing including sources (public and private) and uses, and operating pro forma(s). Assumptions regarding development financing sources must be clearly identified, equity from sale of LIHTCs, other sources of public and/or private subordinate financing, and permanent debt. Financial plans for creating and sustaining affordable units must be clearly defined and discussed. Contributions or sources of funding for development or operations from public sources including the Authority, city and the State must be fully discussed and previous experience in securing and successfully using these sources must be included. The financing plan must demonstrate overall financial feasibility and an understanding of the availability of public funds and the need for private sources of funding for development.
 4. The respondent must include a realistic and detailed proposed development timeline including planning, pre-development, financing, zoning/environmental / land use approvals, construction, lease up (commercial, retail, office and housing) and any proposed phasing. The narrative should explain how the development team's experience and understanding of the proposed plan reasonably expedite the development for soonest possible completion. Any proposed phasing

must be addressed and explained in detail.

Tab 9 - Required Certification Forms and Affidavits

The attached forms are part of the solicitation documents. These forms must be fully completed, executed and submitted under this tab as part of the submission submittal. For the purposes of this Solicitation, all references to representations or certifications made to HUD shall be deemed made to Authority.

- Form HUD-5369-C Certifications and Representations of Offerors, Non-Construction Contract
- Non-Collusive Affidavit
- Form HUD – 2530 Past Performance
- Form HUD-92010 Equal Employment Opportunity Certification
- Form HUD-50070 Certification of a Drug-Free Workplace
- Acknowledgement of Addenda

EVALUATION CRITERIA

Respondents' submittals will be evaluated based on the criteria listed in this section and further described above. In preparing the submittal to Authority, it is important for respondents to clearly demonstrate their expertise and qualifications in the areas described in this solicitation.

Respondents are encouraged to identify and clearly label in their submittal how each criterion is being fully addressed. Evaluation of responses to this solicitation will be based only on the information provided in the submittal package, and if applicable, interviews, and reference responses. Authority reserves the right to request additional information or documentation from the firm regarding its submittal documents, personnel, financial viability, or other items in order to complete the selection process. If a responding firm chooses to provide additional materials in their submittal beyond those requested, but within the page limitations, those materials should be identified as such and included in a separate section of the submittal.

The following factors will be utilized by Authority to evaluate each submission submittal received; award of points each listed factor will be solely based upon the submitted documentation:

Factor One – Business Terms – 20 Points

- a. The extent to which the business terms recognize the goals and objectives of the Authority including reasonable sharing of ownership, roles, cash flows, fees with the Authority. (3)
- b. The degree to which respondent's response is clear, responsive and innovative and meets the needs of the Authority in terms of meaningful and significant ownership, management and operations roles. (3)
- c. The response illustrates the effective use of public resources including the degree to which the respondent shows creativity in its leverage of other resources, both capital and in-kind, so as to minimize the net use of Authority and/or other public funds (7)
- d. The degree to which the respondent is able to creatively finance predevelopment and other costs. (7)

Factor Two – Development Concept Alignment with Authority Strategy – 20 points

- a. The degree to which the proposer articulates and presents a development concept for the

property that includes appropriate architecture, site utilization, density and income mixes and uses. (10)

- b. The degree to which the respondent appears to understand the critical issues of the development program and will be able to demonstrate a feasible financing and development plan. (5)
- c. The proposal includes an aggressive but realistic development schedule. (5)

Factor Three – Experience and Capacity of Co-developer – 20 points

- a. Experience in performing all aspects of a Rental Assistance Demonstration conversion for either a rehabilitation or demolition redevelopment project of public housing, including finance underwriting, public workshops and development meeting, design, and implementation. (3)
- b. Ability to obtain, structure and implement layered financing for similar projects, including low income housing tax credits, private and other public financing particularly with HUD and NY HCR. (4)
- c. Experience in working collaboratively with residents and Housing Authorities as determined through references. (3)
- d. Financial capacity as evidenced by financial statements, the firm's most recent audit and bank references, and the respondent's discussion of sharing or co-financing predevelopment costs. (2)
- e. The degree to which the respondent demonstrates successful experience working with PHA's or similar entities in co- ownership and joint property management of affordable rental developments of similar size, either directly or through supervision of property management. (3)
- f. Experience of the respondent in financing of projects in the State of New York and prior project experience with New York's Department of Housing and Community Renewal. (5)

Factor Four - PHA Collaboration – 20 Points

- a. Respondent clearly articulates its willingness, agreement and demonstrates past experience in collaboratively working with PHA's and non-profits in the planning and implementation of development programs. (10)
- b. The degree to which the respondent demonstrates an appreciation of the potential problems associated with the Development program and details a coherent and creative approach to solving issues as they arise leading to the soonest possible completion of development. (5)
- c. The degree to which respondent's response is clear, responsive and innovative and meets the needs of the Authority in terms of meaningful and significant ownership, management and operations roles. (5)

Factor Five – References – 20 Points

- a. The extent to which references evidencing the ability and capacity of the responding firm to collaborate with the Authority, City and residents to be successful in a Development effort. (10)
- b. Financial references demonstrating financial capacity, financial strength and creditworthiness. (5)
- c. Development references demonstrating long-term economic and social viability of past efforts. (5)

SELECTION PROCESS

Solicitation responses will be used to identify a select number of respondents who may then be asked to provide additional clarifying information.

Authority reserves the right to make its final selection based solely upon those initial steps. If Authority determines that another step is necessary to narrow the field of qualified respondents, a select number of respondents will be notified, and additional information may be requested and/or interviews may be held to determine the final selection.

At the conclusion of the solicitation process, the selected respondent will be invited to enter into a period of exclusive negotiations with the goal of arriving at a mutually acceptable agreement.

Authority reserves the right to conduct reference checks at any point in the review and evaluation process. In the event that information obtained from the reference checks reveals concerns about the respondent's past performance and their ability to successfully perform the contract to be executed based on this solicitation, Authority may, at its sole discretion, determine that the Respondent is not a responsible respondent and may select the next highest-ranked Respondent whose reference checks validate the ability of the Respondent to successfully perform the contract to be executed based on this solicitation. In conducting reference checks, Authority may include itself as a reference if the Respondent has performed work for Authority, even if the Respondent did not identify Authority as a reference.

By submitting in response to this solicitation, the Respondent accepts the procurement method used and acknowledges and accepts that the evaluation process will require subjective judgments by Authority and the evaluation panel. Any protest of the selection process shall be resolved in accordance with Authority's Procurement Policies.