



LIBERTY COUNTY
COMMUNITY HOUSING DEVELOPMENT ORGANIZATION

REQUEST FOR QUALIFICATIONS

CEDAR WALK APARTMENTS

DEVELOPMENT PARTNER

REVISED

RFQ# 1-110117

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Dear Potential Respondent:

LIBERTY COUNTY COMMUNITY HOUSING DEVELOPMENT ORGANIZATION (LCCHDO) is soliciting proposals for:

SOLICITATION TYPE	REQUEST FOR QUALIFICATIONS
RFP NUMBER	RFQ #3
DESCRIPTION	REQUEST FOR QUALIFICATIONS DEVELOPMENT PARTNER(S)
ISSUE DATE	September 10, 2019
PROPOSAL DUE DATE	November 29, 2019
PROPOSAL DUE TIME	10:00 am
PROPOSAL SUBMISSION PLACE	LCCHDO 100 Regency Place Hinesville, GA 31313 LCCHDO P.O. Box 1235 Hinesville, GA 31313
DIRECT INQUIRIES TO	Melanie C. Thompson, M.Ed., COS melanie_thompson@hinesvillehousing.org Office (912) 368-3466, ext. 101 Fax (912) 368-2009

Note: All questions or requests for clarification must be submitted in writing by 5:00 P. M. by November 15, 2019. An emailed response will be returned to all questions to everyone in order that everyone receives the same information, please do not call to ask questions.

All proposals are subject to the Conditions, Instructions and the Specifications attached hereto.

Request for Qualifications Development Partner (s)

The Liberty County Community Housing Development Organization (LCCHDO) in collaboration with the Housing Authority of the City of Hinesville (HHA) is seeking a company, firm or consulting team to co-develop a Rental Assistance Demonstration (RAD) converted Public Housing development and new affordable housing as the first phase of the comprehensive development of HHA's transitioned public housing inventory. The site is currently a scattered site which includes four separate parcels of land.

This project will be LCCHDO's first venture into mixed-income, mixed-finance affordable housing and the organization anticipates it will be the first of several such re-developments. In order to begin this effort, LCCHDO needs to engage a quality Georgia Department of Community Affairs-qualified developer to take the lead on re-developing this portion of Cedar Walk (the target site). LCCHDO wants to retain an option to extend the agreement with the selected co-developer for additional phases on this RAD converted public housing site. In 2012, Congress authorized the Rental Assistance Demonstration to test a new way of meeting the large and growing capital improvement needs of the nation's aging public housing stock, as well as to preserve projects funded under HUD's "legacy" programs (Rental Supplement, Rental Assistance Payment, and Moderate Rehabilitation). In addition, the LCCHDO may be interested in providing additional opportunities to the selected developer in order to create a coordinated effort to revitalize the greater Liberty County community.

The new initial affordable housing development is anticipated to be a multi-family mixed-income development serving people with incomes ranging from less than 30% of area median to 60% of area median income to increase the density of Cedar Walk. The units will qualify for Low-Income Housing Tax Credits, some of the units will receive rent subsidies from a Housing Assistance Payment or be available for market rent. The unit mix and overall number of units will be determined based on the recommendations of the market study and a financial analysis of the best interest of the City of Hinesville, Liberty County (incorporated and unincorporated communities) and HHA.

The entity selected will be responsible for the vast majority of the development work, with involvement and assistance from LCCHDO. LCCHDO will have the final decision on the development plan including design, site plan, unit mix and income levels served. LCCHDO has absolute veto power in the case of a disagreement over the development concept.

Services provided by the Developer and/or its team members would include the following among other services:

- Master site plan
- Obtain all permits, approvals and environmental clearances
- Architecture and engineering
- Property management for a limited period prior to transferring responsibility to AHA
- Arrange financing and provide all required guarantees
- Site preparation
- Obtaining HUD approval of the transaction(s)
- Infrastructure

- Construction
- Marketing, renting and managing rental
- Possibly marketing and selling homeownership units, if any
- Assist LCCHDO staff in developing capacity in the development and mixed-finance arenas and managing tax credit apartments

Services to be provided by the LCCHDO will include the following among other services:

- The land for the development
- Non-profit status to a tax credit application, if desired
- Interface with HUD
- PBRA operating subsidy for the Section 8 units in the new development
- Limited construction funds are a possibility (Replacement Housing Factor and a small sum from Cedar Walk Operating Reserves)
- Excellent local contacts to assist with obtaining permits and approvals

Submit an original and three copies of a proposal in response to this Request for Qualifications to:

Ms. Melanie C. Thompson, M.Ed., COS
Executive Director
LCCHDO
100 Regency Place
Hinesville, Georgia 31313
melanie_thompson@hinesvillehousing.org

BACKGROUND

The Hinesville Housing Authority and the Liberty County Community Housing Development Organization (LCCHDO) both have missions for preservation and development of affordable housing for low and -moderate-income residents for the City of Hinesville and the incorporated and unincorporated areas of Liberty County. The two organizations have committed to mutually working together to achieve that objective by developing and adopting a Memorandum of Understanding to govern the working relationship between the two organizations. Also, the LCCHDO acts on behalf of the Hinesville negotiating development projects and contracts.

The LCCHDO was created by the Hinesville Housing Authority to be a self-sustaining organization, free and able to contract vendors of their choice, unencumbered from any parent or controlling a requirement of the HUD CHDO certification requirements; the two organizations entered into a Memorandum of Understanding to govern any transactions between the two organizations.

The HHA is a High Performer under the U. S. Department of Housing and Urban Development's Public Housing Management Assessment Program. The HHA owns and manages 208 PBRA public units and 6 market rate units. The HHA does not have a Housing Choice Voucher Program. The HHA has fifteen employees, an operating budget of about \$1.4 million dollars. The HHA views the revitalization of Cedar Walk as the first step along a lengthy road to bring all of the property's units up to contemporary standards. HHA is also interested in entering the Tax Credit, Rural Development, Supportive Housing and Home Liberty County marketplace. While the developer partner selected under this RFQ may be requested to provide property management for a limited period of time (maybe two or three years), HHA desires first option to manage the property while gaining experience managing tax credit units. Currently, the Director of Operations and the Property Manager are tax credit certified and combined years of 26 years of experience in the industry. In addition, HHA will be the contractor for providing maintenance, landscaping and resident initiative and development for the Cedar Walk property. Also, a partnership with Quad-E, non-profit organization, that target the health needs of the at-risk populations.

A third-party developer is needed to apply for the tax credits and other financing, develop, own and possibly manage the project and provide all required guarantees. Outside assistance is also critical for the HHA's staff to gain experience in the LITHC program and its practical implementation.

SUBMISSION REQUIRMENTS

Provide a cover letter that identifies the primary contact person for the Respondent, lists all firms that are a part of the Respondent's development team (which should include, at a minimum, the architect, attorney, general contractor and property management firm), and briefly summarizes the proposed development concept. The letter must be signed by an authorized principal of the Respondent and include a statement that the submittal will remain valid for not less than 90 days.

Experience/Expertise of Developer

Provide a firm overview of the Respondent and describe its experience with similar projects. Identify the individual that would serve as project manager and describe his or her specific qualifications and experience with projects of similar scope and size. The project manager is integral to the proposal and may not be replaced without prior written approval of LCCDHO. In the event of a joint venture between multiple developers, provide information on each firm, indicate past experience working together, if any, and describe the respective role each firm would play in this project.

In your response, address the following:

- Indicate the location of the Respondent's principal office and the office from which services will be provided, if different than the principal Liberty County office.
- Provide a brief history of the firm, including the year it was founded.
- Describe the size of the firm in number of offices and employees providing development services.
- Summarize the number of rental housing units developed by the firm, including a breakdown between affordable and market rate, and provide a listing of the developments that includes the name of each development, owner, the number of units, unit breakdown by bedroom and affordability, the cost of the project, the city, year of completion, current status and developer's role.
- Summarize the number of homeownership units developed by the firm, including a breakdown between affordable and market rate, and provide a listing of the developments that includes the name of each development, the number of units, the city, and the year of completion.
- Identify projects where the firm has combined rental and homeownership units on a site.
- Indicate the geographic range of the firm's work.
- Describe the financial strength of the firm and provide the most recent audited financial statements if willing to disclose them. Financial information will remain confidential.
- Describe the firm's experience applying for and integrating different subsidies such as low-income housing tax credits, tax-exempt bonds, HOME, CDBG, AHP, etc. Be sure to include experience related to all subsidies anticipated in your preliminary financing plan.
- Describe your firm and team members' experience with Low-Income Housing Tax Credits and particularly with Georgia's affordable housing programs.
- Identify any experience working for, or with, public housing authorities.

- Indicate the extent the firm has been engaged in LEED, Earthcraft, or other extraordinary energy efficiency and sustainability issues. Describe prior successes.
- Describe how general construction is typically handled – in-house or contracted out. If contracted out, is work bid from a preselected list of general contractors or is a sole source used? If contracted from a sole source, please supply all pertinent information.
- Provide resumes for the project manager, general contractor and any other key staff.
- Provide at least five applicable references from lenders, tax credit investors, clients, etc.
- Indicate whether the firm has ever been terminated from a contract or been involved in a development related lawsuit, and if so, describe the circumstances and outcome.

Experience of Development Team Members – Architecture & Engineering

For team members not directly employed by the Respondent (such as third-party architects, land planners, etc.) provide an overview of each firm and describe its experience on similar projects.

In your response, address the following:

- Describe the extent to which the developer has worked with each firm before.
- Provide a brief history of the firm, including the year it was founded.
- Indicate the individual who would be primarily responsible for each firm's work on the New Development, describe his or her specific qualifications and experience with projects of similar scope and size, and provide at least three references.
- Describe similar projects for which each firm has provided comparable services in the past.
- Indicate the geographic range of the firm's work and highlight any experience in Georgia.
- Indicate the extent the firm has been engaged in LEED, Earthcraft, or other extraordinary energy efficiency and sustainability issues. Describe prior successes.
- Identify any experience working for, or with, public housing authorities.
- Provide resumes for the key staff of land user planner, architect, engineer, etc.
- Provide at least five applicable references for the firm.
- Indicate whether the firm has ever been terminated from a contract or been involved in a development-related lawsuit, and if so, describe the circumstances and outcome.

Design Concepts

Provide a brief narrative that describes the Respondent's preliminary development concept and plan for the Site that address issues related to land use planning, mixed-income and mixed-use. GHA understands that the preliminary strategy is very conceptual and subject to what a market survey will disclose. Feel free to include alternate scenarios in addition to a base strategy. Describe how you will complete the following in time to be included in the tax credit application due in May 2020.

As much as possible in your response, address the following:

- Describe the process used to ensure resident and community involvement in the design. Explain past efforts and successes.
- Describe the initial design concepts proposed for this property. Preliminary sketches and design concept drawings are helpful but not required. (Please note that these preliminary proposals may or may not be incorporated into the final design as a result of the community involvement process and fiscal realities.)
- Describe the number of housing units, the breakdown between rental and homeownership units (if any), and the unit types in terms of bedroom/bathroom count.
- Indicate the proposed building types, including type of construction and number of stories.
- Describe other proposed components of the development, including community space, parks, other residential amenities, management and maintenance facilities, and parking.
- Identify the energy efficiency and sustainability efforts anticipated for the development.
- In conjunction with the financing plan, describe the number and types of units that would be affordable and the targeted income levels. How many units will be public housing replacement units (this is obviously subject to financial viability)? Note that Georgia DCA's current Qualified Allocation Plan requires that Public Housing projects using tax credits must include some market rate units.

Experience of Development Team Members – Financing and Legal

For team members not directly employed by the Respondent (such as third-party attorneys and financial consultants) provide an overview of each firm and describe its experience on similar projects.

In your response, address the following:

- Describe the extent to which the developer has worked with each firm before.
- Provide a brief history of the firm, including the year it was founded.
- Indicate the individual who would be primarily responsible for each firm's work on the New Development, describe his or her specific qualifications and experience with projects of similar scope and size, and provide at least three references.
- Describe similar projects for which each firm has provided comparable services in the past.
- Indicate the geographic range of the firm's work and highlight any experience in Georgia.
- Describe the firm's experience applying for and integrating different subsidies such as low-income housing tax credits, tax-exempt bonds, HOME, CDBG, AHP, etc. Be sure to include experience related to all subsidies anticipated in your preliminary financing plan.
- Indicate whether the re-development would be phased and, if so, describe the phases.
- Provide a rough schedule for the proposed development, including the timing of funding applications, site preparation, and start and end dates for construction.
- Prepare a preliminary development budget and sources and uses of funds. If multiple phases are anticipated, the budget and sources and uses should be broken into phases.
- The Respondent should propose methods to fill any financing gap(s).
- A draft/preliminary income and expense statement and 15-year cash flow should be provided for any rental units, specifying assumptions used for rent levels and operating costs.
- Describe how the Respondent will submit for next year's LIHTC application to Georgia DCA.
- Identify any experience working for, or with, public housing authorities.
- Provide resumes for the accountants, financial advisors, attorneys, and other key staff.

- Provide at least five applicable references for each entity.
- Indicate whether the firm has ever been terminated from a contract or been involved in a development-related lawsuit and, if so, describe the circumstances and outcome.

Experience of Development Team Members – Property Management

For team members not directly employed by the Respondent (such as third-party property management firms) provide an overview of each firm and describe its experience on similar projects. In your response, address the following:

- Describe the extent to which the developer has worked with the firm before.
- Provide a brief history of the firm, including the year it was founded.
- Indicate the individual who would be primarily responsible for each firm's work on the New Development, describe his or her specific qualifications and experience with projects of similar scope and size, and provide at least three references.
- Describe similar projects for which the firm has provided comparable services in the past.
- Indicate the geographic range of the firm's work and highlight any experience in Georgia.
- Summarize the number of units currently under management, indicate the breakdown between market rate units and tax credit or other below-market-rate units (including Section 8 or public housing), and provide a listing that includes development name, number of units, and city.
- Describe on-going property management fees.
- Identify any experience working for, or with, public housing authorities.
- Provide resumes for the project manager and any other key staff.
- Provide at least five applicable references for the firm.
- Indicate whether the firm has ever been terminated from a contract or been involved in a development-related lawsuit and, if so, describe the circumstances and outcome.

Business Terms

LCCHDO intends to participate in development and operating decisions related to the project. LCCHDO's objectives are to assure that the development meets their mission of providing quality low- income housing and to develop the experience and capacity to develop and manage LIHTC developments in the future.

Therefore, Respondents must address each of the following issues in their submittal:

- The Respondent will describe how LCCHDO may participate in the fee structure and cash flow and gain development and management experience and capacity to develop their entrepreneurial activities and asset-based property management activity.
- The Respondent will describe how LCCHDO can acquire the property after expiration of the initial tax credit compliance period.
- The Respondent's expectations for fees, sales profits, or other compensation on rental unit development, homeownership unit development, rental property management, and any other services. Describe both the calculation basis of any fees (e.g. if there is a development fee expressed as a percentage, indicate to which specific things the percentage would be applied) and the expectations for timing of payments.
- Provide breakdown of fees and costs by developer fee, contractor's profit and management fee.

Final fees will be negotiated subject to the best interests of the Liberty County Community Housing Development Organization.

Final Instructions for Submission

Responders shall submit a cover letter, an original and four copies of its written proposal. The proposal shall indicate the responder's capability to proceed in a timely manner and its ability to provide the necessary services that will comply with all the requirements. The proposal shall clearly define how the responder achieves the intended performance under the six evaluation criteria.

PROPOSAL REVIEW PROCESS

The LCCHDO will rate and rank all proposals received by the deadline set forth in this RFQ according to the evaluation criteria established herein. Responders may be asked to participate in a telephone or personal interview if they are among the top-rated respondents. Top respondents may be asked to give LCCHDO personnel a tour of some of its properties. If the LCCHDO cannot successfully negotiate a contract with the top-rated entity, the next ranked entity shall be selected.

The LCCHDO reserves the right to seek a Best and Final Offer (BAFO) after evaluating all submissions.

LCCHDO reserves the right to reject any and all submissions, to waive informalities and minor irregularities in submissions received, and to accept any submission deemed to be in its best interest.

LCCHDO has absolute veto power in the case of disagreement regarding the project scope, ownership structure, design, unit mix, income levels served, etc.

EVALUATION CRITERIA

1. LOW-INCOME HOUSING TAX CREDIT DEVELOPMENT EXPERTISE - 25 POINTS

The proposal must indicate the responder's experience applying for, developing, owning and managing Low-Income Housing Tax Credit financed developments. The experience of the developer and its team in developing low-income housing in Georgia will be considered. Being DCA-approved is the minimum threshold.

2. ARCHITECTURAL AND ENGINEERING SERVICES - 25 POINTS

The responder shall indicate its ability to provide the necessary design, architectural and engineering services in both the application and development phases. The experience of the architectural and engineering firms in developing low-income housing in Georgia will be considered.

3. DEVELOPMENT CONCEPT - 15 POINTS

The quality of the responder's development concepts and land use plan will be evaluated to indicate the responder's imagination and realism. GHA is not looking for a cookie-cutter deal.

4. FINANCING EXPERTISE - 10 POINTS

The responder shall indicate its ability to provide financing expertise and guarantees. The experience of the developer in financing low-income housing in Georgia will be considered.

5. PROPERTY MANAGEMENT EXPERTISE - 10 POINTS

The responder shall state its ability to provide property management services. The management company's experience with tax credit and very low-income rental property will be considered.

6. FEE PROPOSAL - 15 POINTS

The Respondent shall indicate their proposed developer fee, contractor's profit and management fee and describe how GHA will participate in the fee structure and gain experience and capacity to develop their own entrepreneurial activities and asset-based property management activity.

Please note: No fee or costs shall be reimbursed for the responder's preparation of a response to this RFP.