



**REQUEST FOR QUALIFICATIONS  
CEDAR WALK APARTMENTS  
DEVELOPMENT PARTNER**

**RFQ #052022**

**MELANIE C. THOMPSON, M.Ed., COS**

**Chief Executive Officer**

**202 Darsey Road**

**Hinesville, GA 31313**

**(912) 622-1102 Office  
(912) 321-6006 Business Cell**



## **BOARD OF DIRECTORS**

JOE FORD  
Chairperson

LA MONICA JENKINS  
Vice Chair

PAUL JOHNSON

KAREN BRANSON

DENISE DEIGH

LEE MCGEE

CARLTON SOLMON



## HOUSING AUTHORITY OF THE CITY OF HINESVILLE HOUSING

SOLICITATION TYPE:	REQUEST FOR QUALIFICATIONS
RFP NUMBER:	RFQ #052022
DESCRIPTION:	REQUEST FOR QUALIFICATIONS – DEVELOPERS OF MULTI-FAMILY 4% and 9% LOW-INCOME HOUSING TAX CREDITS PROJECTS
ISSUE DATE:	May 16, 2022
PROPOSAL DUE DATE:	September 2, 2022
PROPOSAL DUE TIME:	10:00 a.m.
PROPOSAL SUBMISSION PLACE:	Housing Authority of the City of Hinesville 202 Darsey Road, Hinesville, GA 31313
DIRECT INQUIRIES TO:	Melanie C. Thompson, M.Ed., COS <a href="mailto:melanie_thompson@hinesvillehousing.org">melanie_thompson@hinesvillehousing.org</a> Office (912) 622-1102 Fax (912) 368-2009

*Note: All questions or requests for clarification must be submitted by email to [adminassistant@hinesvillehousing.org](mailto:adminassistant@hinesvillehousing.org) by 5:00 P. M. by August 19, 2022. 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**

### **Developers of Workforce Multi-Family Housing Private Activity Bonds & 4% and/or 9% Low-Income Housing Tax Credits Projects**

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 HHA's first venture into mixed-income, mixed-finance affordable housing and the organization anticipates it will be the first of several such re-developments. To begin this effort, HHA 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). HHA 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, HHA 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 most of the development work, with involvement and assistance from HHA. HHA will have the final decision on the development plan including design, site plan, unit mix and income levels served. HHA has absolute veto power in the case of a disagreement over the development concept. A third-party developer is needed to apply for the tax credits and other financing, develop, own, and 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.

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 units
- Possibly marketing and selling homeownership units if any
- Assist HHA staff in developing capacity in the development and mixed-finance arenas and managing tax credit apartments

Services to be provided by the HHA 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 the original RFQ on an USB flash drive and three copies of a proposal in a sealed envelope labeled **“Proposal for Developers of Multi-Family Housing, Private Activity Bonds & 4% and/or 9% Low Income Housing Tax Credit Projects, RFQ# 052022, Due Date and Time: September 2, 2022, 10:00 a.m. (EST).** The RFQ must be addressed to Ms. Melanie C. Thompson, M.Ed., COS, CEO, Housing Authority of the City of Hinesville, 202 Darsey Road, Hinesville, Georgia 31313.

Proposals must be received by the Hinesville Housing Authority no later than the specified due date. Late submissions will be held in accordance with the provisions of HUD-5369B titled “Late Submissions, Modifications and Withdrawals of Offers.” Proposals will be held in confidence and released in any manner until after the contract award.

The Hinesville Housing Authority reserves the right to reject all proposals.



## BACKGROUND

The Housing Authority of the City of Hinesville (HHA) mission is to provide affordable housing solutions and development affordable housing for low and moderate-income citizens of the City of Hinesville and the incorporated and unincorporated areas of Liberty County. HHA is governed by the Housing Authorities Law, codified in the Georgia Government Code. It is a unit of government, and its functions are essential governmental functions. It operates and manages its housing developments to provide decent, safe, sanitary, and affordable housing for families, the elderly, the disabled, and implements various programs designed and funded by the U. S. Department of Housing and Urban Development. HHA is a satisfactory performer.

The HHA owns and manages 211 PBRA public units and 6 market rate units. The HHA does not have a Housing Choice Voucher Program. The HHA has ten 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 the properties' 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 (two or three years), HHA desires first option to manage the property while gaining experience managing credit units. In addition, HHA has strong partnerships with several community partners such as Diversity Wellness Center, United Way, Second Harvest, along with other nonprofit organizations.

With this RFP, HHA is seeking to fund one or more proposals from developers or developments teams for the new construction and/or acquisition of an affordable housing project. Selected developers must enter a Memorandum of Understanding with HHA, to qualify under the RFP. Sample Memorandum of Understanding is provided (Attachment A). The terms of the Sample Memorandum of Understanding are negotiable by the parties., the sample Memorandum of Understanding is provided to give an indication of HHA initial negotiating position. Once a Memorandum of Understanding is executed by HHA and the developer, it will be presented to the HHA Board of Commissioners for approval.



## PROCUREMENT SCHEDULE

The anticipated schedule for the RFQ is as follows:

EVENT	DATE
Advertisement for Proposal	May 16, 2022
Deadline for receipts of written questions	August 19, 2022
Responses to written questions	August 26, 2022
Proposal Due Date	September 2, 2022
Review and Selection	September 16, 2022

## SCOPE OF THE DEVELOPER FOR WORKFORCE MULTIFAMILY HOUSING

HHA's goal in issuing this RFP is to provide affordable housing rental housing options for low to median work force housing residents of the City of Hinesville.

HHA is looking for one or more 4% or 9 % LIHTC projects located within the City of Hinesville or Liberty County, which require assistance in financing and/or one or more existing projects. The selected developer is responsible for preparing a LIHTC application in the 2023 round, as well as identifying additional funding from private and/or non-governmental sources, including foundations and private organizations.

## PROPOSED INITIATIVES

The initiative is to provide additional affordable workforce housing solutions for the City of Hinesville and Liberty County. The initiative has the following core elements:

- **New Housing:** New workforce multifamily units will be constructed which respects the development patterns and scale of the surrounding community to provide for low to median income.
- **Acceptable Site:** HHA must approve the location and condition of the proposed site i.e. The selected developer(s) will be required to provide a Phase I Environmental Survey to the HHA for projects proposing new constructions, and HHA selection of any new construction project is subject to an acceptable Phase I.
- **Ownership Structure:** Fee title to the land will be taken in the name of the HHA or a related tax-exempt entity and land will be leased back to the development





partnership on a long-term ground lease (99 years). At the equity and construction loan closing, the development partnership will pay HHA or its related tax-exempt entity an up-front lease payment that will be used to acquire title to the land. HHA controlled entity will serve as the sole general partner of the development partnership. Development of the project will be turn-key, with the developer providing a fixed-price construction contract with a general contractor who will be identified in the developer's response to this RFQ.

- **Financing Sources:** The initiative will be financed from a combination that may include tax exempt bonds proceeds, Low Income Housing Tax Credit, and other resources. The selected developer is responsible for seeking all private funds needed for the project, and such funding must be identifying the amount HHA resources that are needed for the proposed projects.

## **HHA's ROLE**

HHA has assembled a team of legal and financial experts to assist in the implementation of this initiative. HHA will assume one or more of the following roles in development of select projects:

1. **Lender/Grantor** - HHA and/or other funds may be made available for use by the developer for the development of the project only on new constructions.
2. **Asset Manager** - HHA will monitor and enforce the terms of the Agreements.
3. **Supportive Services and Economic Development Program Provider** - HHA will monitor supportive services and the economic development programs.
4. **Landlord** - HHA or its related entity will be the owner of the fee title to the land and will lease the land to the development partnership on a 99-year ground lease. Upon termination or expiration of the ground lease, the improvements located thereon will belong to the landlord.
5. **Development Partner** - HHA will receive share of the developer fee and cash flow in consideration of its contributions to the development of the project. The specific fee structure will be negotiated; however, HHA desires to be kept informed of the development activities.

## DEVELOPER'S ROLE

The responsibilities of the select developer(s) will include, but not limited to the following:

- Undertake predevelopment activities;
- Develop architectural plans and construction documents and specifications consistent with HUD guideline, and obtain City approvals and permits;
- Develop and manage an implementation schedule;
- Obtain additional leveraged funds from private, non-governmental sources;
- Develop a project budget;
- Coordinate all development activities, including reporting and budget requirements with HHA;
- Determine a general management structure and prepare a management plan for the property subject to the approval by HHA;
- Provide all necessary financial guarantees and assurances to the lenders and tax credits;
- Develop and implement a Section 3 resident employment program;
- If developer has already entered a construction contract, then a copy of the contract and resume and at least three (3) references for the general contractor shall be submitted with the proposal. If a general contractor has not already been selected by the developer at the time of the submission of the proposal, then the developer shall subsequently solicit construction bids and enter into a contract for construction, subject to HHA approval of the general contractor and the terms of the construction contract. If the contractor is affiliated with the developer, a third -party cost estimate will be required prior to closing to confirm the reasonableness of construction costs;
- Oversee construction and ensure completion in a timely manner;
- If the developer has already entered commitment with lenders (s), tax credit investor (s) or tax credit syndicator, then such commitment letter shall be provided in the proposal. If the developer shall subsequently obtain commitments from one or more lenders, and the tax credit investors or a tax credit syndicator, for financing project, such commitments to be on forms and with parties reasonably acceptable to HHA;
- The Developer will obtain at least three proposals from tax credits investors and HHA and the Developer will jointly select the investor;
- Provide all required guarantees to the tax credit investor and lender; and
- Deliver units consistent with LIHTC and CDBG-DR regulations.



## **MINORITY/WOMEN BUSINESS PARTICIPATION**

The developer awarded the contract agrees to use its best efforts to subcontract with minority business enterprises and/or women business enterprises, certified as such or recognized by the HHA as such. The developer shall make a good faith effort to subcontract a sufficient dollar amount with MBE/WBE firms or attorneys to ensure the final contract dollars are expended on one or more MBE/WBEs. All adjustments to increase the contract will also increase the Offeror's total amount to make a good faith effort to expend on MBE/WBEs.

In the event, HHA has a reasonable belief that the developer will not use its best efforts to meet the 30 percent (30%) MBE/WBE participation goal, HHA reserves the right to pull work from the contract. Best efforts may be established by showing that the Offeror has contracted and solicited bids/quotes from subcontractors to identify MBE/WBEs.

## **PERTINENT FEDERAL REGULATIONS WITH REGARD TO NONDISCRIMINATION AND EQUAL OPPORTUNITY**

The requirements of Title VIII of the Civil Rights Act of 1968 and Title VI of the Civil Rights Act of 1964, relating to prohibitions against discrimination in housing and the benefits of federally funded programs because of race, color, religion, sex, or national origin must be met by the successful developer.

The successful developer must adhere to federal regulations prohibiting discrimination based on age under the Age Discrimination Act of 1975 and prohibit discrimination against disabled individuals under Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1989.

The successful Offeror must meet the requirements of Executive Order 11246, relating to equal employment opportunity in connection with federally funded programs.



The successful developer must also meet the requirements of Section 3 of the Housing and Urban Development Act of 1968, relating to individuals' training and employment, and contracting for business opportunities in metropolitan areas in which federally funded programs are being operated.

The successful developer must meet the requirements of Executive Orders 11625, 12432, and 12138 relating to the use of minority and women's business enterprises in connection with federally funded programs.

### **CONFIDENTIALITY OF PROPOSALS**

There will be no public opening of responses. All responses and information concerning same shall remain confidential until all negotiations are completed, and the Notice of Award is issued. Therefore, any part of the proposals that is not considered confidential, privileged, or proprietary under any applicable Federal, State, or local laws shall be available for public inspection upon completion of the procurement process. Any material submitted by the developer that is to be considered as confidential must be clearly marked as such; however, the applicable provisions of Federal, State, and local laws shall govern the confidentiality of proposals despite anything contrary to this provision stated in the proposal.

### **SUBMISSION REQUIREMENTS**

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. The development team must be capable of handling the development, sale transactions and onsite oversight of rental developmental projects.

In your response, address the following:

- Describe the extent to which the developer has collaborated 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;
- Previous experience capacity to complete the project, including, including all necessary guaranties;
- Administrative capacity to complete the project;
- 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 because 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 any 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

HHA intends to participate in development and operating decisions related to the project. HHA'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 HHA 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 HHA 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 Housing Authority of the City of Hinesville.



## **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 HHA 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 HHA personnel a tour of some of its properties. If the HHA cannot successfully negotiate a contract with the top-rated entity, the next ranked entity shall be selected.

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

HHA 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.

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



## EVALUATION CRITERIA

In evaluating the submitted proposals, the **HHA** will consider the following criteria:

- 20 Points **Experience and Qualifications.** The experience, qualifications, and financial capability of the development team as partially evidenced by the timely and successful completion of similar projects involving income-restricted multi-family rental housing developments. Reference checks will affirm the developer's competence concerning the development and management of such projects.
- 20 Points **Financial Capacity.** The ability to obtain structure and implement layered public and private financing (including Low Income Housing Tax Credits). The financial capacity (as Development Partner and provider of guarantees) as evidenced by financial statements, the firm's most recent audit and bank references.
- 20 Points **Key Business Terms.** Degree to which the developer's proposed business terms provide the best value for HHA and represent a willingness of the developer to contribute towards the success and viability of the project.
- 15 Points **Technical of the Development Team.** The degree and nature of the Offeror(s) resources can dedicate to the satisfactory development of an affordable

housing project. Expertise in construction management to provide high-quality, on- budget, on-time delivery of affordable housing. Evidence of incorporating practical and measurable green building design, construction, operations, and maintenance solutions.

- 15 Points **Past and Current Portfolio.** Successful experience in the design, construction, and/or ownership of high-quality, affordable housing projects.
- 10 Points **MWBE/Section 3 Employment and Contracting Plan.** Extent to which MWBE/Section 3 businesses are included on the Development Partner's team and has material participation within the fee structure of the development project.

Total Possible Points – 100