



**Alexandria Redevelopment & Housing Authority**

401 Wythe Street

Alexandria, Virginia 22314

[www.arha.us](http://www.arha.us)

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**REQUEST FOR PROPOSAL**

**OPEN TO PREVIOUSLY PROCURED &  
DESIGNATED ARHA DEVELOPMENT PARTNERS  
FOR THE LADREY REDEVELOPMENT  
SOLICITATION # RFP P-11-19-2021**

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**Issue Date:** November 19, 2021

**Proposal Due Date:** February 21, 2022 @ 2:00 P.M EST

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## CEO LETTER

November 19, 2021

Dear Bidders:

Congratulations on being selected for the short list of pre-qualified development partners asked to present a proposal for the Ladrey Redevelopment.

The Ladrey Redevelopment, located in the Old Town North Small Area of Alexandria, represents two parcels, and currently houses 170 households that are primarily elderly and/or disabled. In your initial response to the RFP from ARHA, the Ladrey Development only had one parcel located at 300 Wythe Street. ARHA has decided to include the adjacent former ARHA Administrative Building located at 600 N. Fairfax Street. This additional building sits on a 0.41 acre site and will allow for a redevelopment that better fulfills ARHA's desire to create a mixed income community. The two parcels total 2.41 acres.

We look forward to seeing the creativity you bring to the Ladrey site to successfully integrate the current 170 residents with a new development that should speak to their needs as well as those of new residents to the development. Specifically, we would like to see what types of programming, amenity spaces, and commercial space you may propose to make this additional parcel part of a development based on your previous work.

Additionally, we look forward to having a model development that is financially, environmentally, and programmatically sustainable. As this development will be steps away from the ARHA office, we want it to represent the best of what ARHA and the city can offer: a mixed income development that is well designed and built to integrate into the neighborhood and provide amenities for all residents to enjoy.

We challenge you to think creatively outside of the box, and to present a proposal that exceeds our collective expectations. We invite you to share your vision for this site. Thank you for participating in this competition and for being willing to enter into a partnership with the Alexandria Redevelopment & Housing Authority for redevelopment of the Ladrey community.

Sincerely,

*Keith Pettigrew*

Keith Pettigrew  
Chief Executive Officer

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ALEXANDRIA REDEVELOPMENT AND HOUSING AUTHORITY

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## INTRODUCTION

Over the past three years, the Alexandria Redevelopment & Housing Authority (ARHA) has been repositioning its current public housing units through Section 18 disposition, RAD conversion, and the mixed income redevelopment of existing properties. Our goal for this Request for Proposal (RFP) is to partner with a qualified development team with a strong track record of producing affordable housing within a mixed income setting. The original approach for the Ladrey redevelopment was a major renovation of the existing 11-story 170-unit high rise building. Since issuing the RFQ for Development Partners, ARHA has reviewed architectural studies to evaluate the feasibility of bringing the existing building up to code, modernizing the building's systems, and renovating the units and amenities to best serve ARHA's residents. The review evaluated the existing 8-foot ceilings, narrow corridors, and shallow unit dimensions. The team reviewed estimated construction costs of a major renovation versus a new building. While the 99 foot building height may be lost with demolition, it seems that a complete redevelopment of the Ladrey site along with the adjacent former ARHA Administrative Building would provide for a much more cost effective and modern building for the community.

Given the new architectural analysis, ARHA is pursuing development proposals for a combined 2.41 acre site. To achieve this goal, the development team must combine two adjacent parcels owned by ARHA into one multifamily development site with underground parking, amenity space, and replacement housing for existing residents. This new building will integrate affordable and market rate rental units.

## SITE

**Parcel One:** The Ladrey Building is located at 300 Wythe Street and sits on an approximately 2-acre site. Ladrey is an 11-story high rise building designated for senior and disabled residents. There are currently 170 total units, 60 studios and 110 one-bedroom units. The building is non-conforming to its current RC Zoning which calls for 54.45 dwelling units per acre. The property is part of the Old Town North Small Area Plan.

**Parcel Two:** The former ARHA Administrative Building is a two-story brick building located at 600 N. Fairfax Street, on a site that is approximately 0.41 acres. The building is vacant and served as the former offices for ARHA. As with parcel one, this site is zoned as RC and is part of the Old Town North Small Area Plan.

[https://www.alexandriava.gov/uploadedFiles/planning/info/masterplan/City\\_Master\\_Plan\\_Map/OldTownNorthSAPCurrent.pdf](https://www.alexandriava.gov/uploadedFiles/planning/info/masterplan/City_Master_Plan_Map/OldTownNorthSAPCurrent.pdf)

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The two adjacent parcels are being provided to our development partner “as is”. ARHA has conducted a study of the hazardous materials that are present in Parcel One, the Ladrey building, and the study is incorporated as an attachment to this RFP (Section 5.10 Resources: Hazardous Materials Survey-Ladrey High Rise). ARHA has not conducted a similar study of Parcel Two. It will be the responsibility of the development partner to obtain all required permits for the project, including all environmental studies, site surveys, environmental remediation (if necessary), including a Section 106 review, demolition permits and other approvals as required.

The city block that contains Parcels One and Two is also improved with a seven-story senior-housing building called Annie B. Rose. ARHA granted to the owners of this property a long-term land lease. The occupants of the Annie B. Rose building have access to an outdoor gazebo constructed between Ladrey and this building along N Royal Street. The residents of Annie B. Rose have access to a surface parking lot for exclusive use by its tenants with access off Pendleton Street.

ARHA anticipates that the zoning for Parcels One and Two must be changed to reach the highest and best use of the property. As such, the development partner will work with ARHA to prepare and pursue a concept plan that will meet the approval of the City with support from the residents and surrounding community.

Both parcels have a walkability rating of 93 (“Walker’s Paradise”) with easy access to two supermarkets, retail, services, restaurants and everything that they will need in their daily lives. In addition, the site is located one block from the Oronoco Bay Park and walking trails. The site has a bike score of 88 and a transportation score of 62 as there are numerous nearby bus routes and the Braddock Metro station, within easy walking distance.

## **GOAL**

Development Principles adopted by the agency (Section 5.10 Resources: ARHA Development Principles) guide ARHA’s redevelopment of its sites. Therefore, the redevelopment of the Ladrey and the former Administrative building site should include the following:

- One-for-one onsite replacement of existing affordable units, with a right of return by current residents
- Ground lease is preferable to sale of land
- Mixed income development with additional moderate and market rate units
- Existing residents are partners in the development of their community (and should be communicated with throughout the development process)

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- The building should provide resident services and programs
- Highest and best use of the site within the context of the surrounding neighborhood
- Create a sustainable community that utilizes innovative building technologies

The goal of this procurement is to contract with a creative development partner who will replace the existing improvements on Parcel One and Two with a multifamily building that includes the current 170 units affordable to low-income residents, and additional moderate and market units within a mixed income setting. Given that the resident population at Ladrey is elderly and disabled, ARHA's goal is to ensure a well-managed relocation process that allows all current residents an opportunity to return to the newly constructed building. Moreover, the goal of this procurement is to select a development partner experienced in creating quality mixed income housing, a long track record of successful relocation of elderly and disabled residents from their existing apartments into a new residence, and then a return back to a redeveloped site. In addition, the development partner must propose a menu of services and amenity space that fosters independent living, stimulates creativity, fosters interaction among all building residents, and facilitates the delivery of services to residents through a network of strong partnerships.

### **OPERATING SUBSIDY REPOSITIONING**

The US Department of Housing and Urban Development approved ARHA's Section 18 Disposition application for the 170 units at Ladrey (Section 5.10 Resources: Section 18 Approval Ladrey). As a result, working with the procured development partner, ARHA will convert the existing units from Public Housing subsidies to project-based Section 8 operating subsidies through the Housing Choice Voucher program. Replacement of the public housing operating subsidy also eliminates the need for an Annual Contributions Contract and all corresponding program rules and regulations will be replaced with Section 8 program requirements. The permanent vouchers will be project-based.

### **CONCLUSION**

The immediate neighborhood surrounding the Ladrey site has undergone extensive redevelopment with designs that add value to this section of the city. ARHA seeks a creative partner who will propose an exciting design to revitalize this site and become an asset to the community. The new development will incorporate both parcels, with underground parking. ARHA envisions a redeveloped site that includes amenities for all building residents, spaces within the building to enhance connectivity among the residents, and an economically and environmentally sustainable building. In addition, the new building will seamlessly incorporate the existing 170 residents on this site.

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The Ladrey building is fully occupied and, as such, a key component of a successful redevelopment effort will be an effective relocation plan for existing residents. With the Section 18 approval that ARHA has obtained, tenant protection vouchers will be available for the relocation. ARHA understands that relocation planning should be conducted in parallel to the entitlement process that the development partner will undertake for this site. Therefore, ARHA's goal is that the relocation plan is an integral component of any development proposal, that it includes case management, and facilitates services for residents throughout the period that they will be out of their current home.

ARHA's goal is to ensure that residents and the neighborhood are kept informed of each step in this site's redevelopment. Therefore, the proposal shall include a detailed community engagement plan including communication methods that have been successful in past projects requiring the relocation of elderly and disabled public housing residents. Moreover, ARHA's chosen development partner will work cooperatively throughout the redevelopment process, especially through the entitlement and concept plan period, with ARHA staff, our City partners, current public housing residents, and the surrounding neighbors.

ARHA invites your creativity, your dedication to providing mixed income housing, and your appreciation for the surrounding neighborhood in this energetic city of Alexandria.

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## RFP INFORMATION AT A GLANCE

[Table No. 2]

<b>ARHA CONTACT PERSONS</b>  <b>NOTE:</b> All questions shall be submitted by email to the provided contact persons or through eProcurement. All questions will be replied to as submitted through an addendum posted in eProcurement.  RFPs will be available for download and/mail on November 19, 2021. No questions will be answered after January 18, 2022.	<p>Mike Angel Department of Finance Senior Contract Manager Cell: 703-585-0006 and Mohammad Muhsen, VCA Department of Finance Procurement Assistant Tel: 703-549-7115 Ext: 232 Fax: 703-823-3252 Email: <a href="mailto:mmuhsen@arha.us">mmuhsen@arha.us</a></p>
<b>HOW TO OBTAIN THE RFP DOCUMENTS ON THE APPLICABLE INTERNET SITE</b>	<ol style="list-style-type: none"><li>1. Access <a href="http://nahro.economicengine.com">nahro.economicengine.com</a> (no “www”).</li><li>2. Click on the “Login” button in the upper left side.</li><li>3. Follow the listed directions.</li></ol> <p>If you have any problems in accessing or registering on the system, please call customer support at: 1-866-526-9266. Email: <a href="mailto:larry.t.hancock@gmail.com">larry.t.hancock@gmail.com</a></p>
<b>DEADLINE FOR RECEIPT OF QUESTIONS VIA EMAIL AND/OR ePROCUREMENT.</b>	January 18, 2022 @ 2:00 PM
<b>DATE OF ADDENDUM FOR RESPONSE TO QUESTIONS VIA ePROCUREMENT</b>	January 28, 2022
<b>HOW TO FULLY RESPOND TO THIS RFP BY SUBMITTING A PROPOSAL</b>	<p>As instructed within <b>Section 2.3</b> of the RFP documents, submit six (6) hard copies- one (1) original plus five (5) copies of your response to the RFP to ARHA Procurement Department. See section 2.2 for Proposal Submitted Binding Method.</p> <p>*In addition, all files must be uploaded to the eProcurement*</p> <p>If you have any problems in accessing or uploading on the system, please call customer support at:</p>

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	1-866-526-9266. Email: <a href="mailto:larry.t.hancock@gmail.com">larry.t.hancock@gmail.com</a>
<b>PROPOSAL SUBMITAL DEADLINE</b>	All submissions are due: Monday, February 21, 2022, 2:00 PM EST Procurement Department Alexandria Redevelopment & Housing Authority 401 Wythe Street Alexandria, Virginia 22314  *All files must be uploaded to the eProcurement*
<b>ANTICIPATED COMMENCEMENT OF THE WORK</b>	Goal is to be awarded no later than the second quarter of calendar year 2022. Consistent with the Board vote, staff will negotiate a term sheet with the selected development partner.

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#### 1.0 ARHA'S RESERVATION OF RIGHTS:

1. ARHA reserves the right to reject any or all proposals, to waive any informality in the Request for Proposals (RFP) process, or to terminate the RFP process at any time, if deemed by ARHA to be in its best interests.
2. ARHA reserves the right not to award a contract pursuant to this RFP.
3. ARHA reserves the right to terminate a contract awarded pursuant to this RFP, at any time for its convenience upon 10 days written notice to the successful proposer(s).
4. ARHA reserves the right to determine the days, hours and locations that the successful proposer(s) shall provide the services called for in this RFP.
5. ARHA reserves the right to retain all proposals submitted and not permit withdrawal for a period of 60 days subsequent to the deadline for receiving proposals without the written consent of the Contracting Officer (CO).
6. ARHA reserves the right to reject and not consider any proposal that does not meet the requirements of this RFP, including but not necessarily limited to incomplete.
7. ARHA shall have no obligation to compensate any proposer for any costs incurred in responding to this RFP.
8. ARHA shall reserve the right at any time during the RFP or contract process to prohibit any further participation by a proposer or reject any proposal submitted that does not conform to any of the requirements detailed herein. By accessing the [nahro.economicengine.com](http://nahro.economicengine.com) Internet System (hereinafter, the "noted Internet System" or the "System") and by downloading this document, each prospective proposer is thereby agreeing to abide by all terms and conditions listed within this document and the noted Internet System, and further agrees that he/she will inform the CO in writing within 5 days of the discovery of any item listed herein or of any item that is issued thereafter by ARHA that he/she feels needs to be addressed. Failure to abide by this time frame shall relieve ARHA, but not the prospective proposer, of any responsibility pertaining to such issue.

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## 2.0 SCOPE OF WORK/OBJECTIVES:

ARHA's objective is to select a development partner for the combined Ladrey and former ARHA Administrative building (hereinafter referred to as "Ladrey") from among a short list of previously qualified development partners. Pursuant to Resolution number 696-2020, the ARHA Board of Commissioners, selected a list of eleven pre-qualified development partners. Responses to this RFP shall be accepted solely from a short list of previously designated procured development partners.

We seek a development partner who will help us meet our objectives for the Ladrey site:

1. **A mixed income community** with the replacement of the 170 existing units of Ladrey. The building will not be age restricted as is the case with the current Ladrey building. The new building will also meet accessibility guidelines and incorporate sufficient accessible units that, at a minimum, will accommodate existing disabled residents. A summary demographic analysis of the existing residents is attached (Section 5.10 Resources: Ladrey Resident Demographics).

The income mix is as follows: 170 units designated as low income (0-30% AMI); the balance up to 50% moderate income (30-80% AMI) and 50% market (over 80% AMI). One of ARHA's key development principles is to not only preserve low-income housing in the City of Alexandria, but also to **expand the number of affordable units**. With the Section 18 award of 170 project based vouchers at Ladrey, ARHA wants to leverage the additional operating revenue to create additional affordable units (30-80% AMI) in the new redeveloped Ladrey community. Therefore, the proposal should explore the maximum number of additional affordable units that can be created onsite alongside new market rate units.

2. A commitment to creating an **environmentally sustainable community** by using processes and developing structures that are environmentally responsible and resource-efficient throughout the buildings' life-cycle. The design should include best practice storm water management systems, renewable energy, and other facets that result in a building with the highest rated Earthcraft, LEED or similar designation. The City of Alexandria has minimum standards. The successful development partner will go beyond those minimum standards and implement creative approaches to making the building environmentally responsible and incorporates education for residents around sustainability. ARHA wants to ensure that all residents know how to best use the green features in their unit and within the building.

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3. A **financially feasible development** deal that requires no external subsidies to meet its operating expenses, is economically beneficial to ARHA and provides long term financial resources to the agency; and, to the extent feasible, is structured with a ground lease for the ARHA land.
4. Commitment to ensuring that **ARHA residents are the focal point of all redevelopment** efforts by including resident input throughout each component of the project; commitment to funding programs and case management in order to maximize the number of residents returning to the site. In addition, providing in the newly constructed building a menu of services and programs that addresses the neighbors' needs.
5. Preparing and executing **a relocation plan** for current Ladrey residents including obtaining financing for relocation activities, working with residents on a relocation strategy that prepares the household to return to a new community, and implementing a case management approach that tracks residents during the period up to relocation back to the newly developed community.
6. Commitment to **transparency throughout the development process** including regular resident communication, invitation to community meetings, establishing resident committees and engaging existing residents throughout the entitlement process. This can be evidenced by providing a community engagement plan together with processes and formats that have worked, especially in elderly and disabled properties of a public housing agency.

Moreover, the proposed development plan must be consistent with the City of Alexandria small area plans and/or approved variances from such planning and zoning components. ARHA staff will assist the development partner throughout the entitlement process to ensure that the project receives the necessary approvals to implement the project design elements. The design must exceed the requirements in the small area plan and design guidelines by incorporating design features that enhance this building's value to the residents and neighborhood.

The current Ladrey building has a height of approximately 99 feet which is non-conforming to the existing height limits for the area. The existing former ARHA Administrative Building on the adjoining parcel conforms to the 50-foot height limit currently in place for this parcel. The Annie B. Rose building, the third parcel on this block has been improved with a 77-foot building that conforms to the small area plan and height limits. The Annie B. Rose site is not included as part of this scope. Therefore, the development team's proposal must decide the type of building structure or structures to be constructed on the Ladrey site, including height, massing, access, open space and corresponding parking. With regard to construction issues, the development team

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will enter into the necessary easements to limit the disruption to the residents of the Annie B. Rose building.

## **2.1 CONTENT OF PROPOSALS:**

In order to be considered for selection, firms must submit a complete response to this RFP. Six hard copies of each proposal along with an electronic copy submitted through eProcurement, as previously discussed.

### **2.1.1 Cover Letter:**

- a) Include the contact person's name, title, phone number and email address.
- b) The Letter must be signed by a principal or authorized officer including a statement that the officer may make legally binding commitments for the entity. In the case of a submission by a joint venture partnership, each developer taking a financial responsibility should sign the letter.

### **2.1.2 Executive Summary:**

- a) Summary of design concept
- b) Housing mix, including housing type, bedroom breakdown, income limits
- c) Description of amenity space in the building and the potential uses for such spaces
- d) Conceptual design that resembles the concept plan required by the City's DSUP process, including green space
- e) Highlights of sustainability plan
- f) Project costs and financing plan
- g) A breakdown of the economic benefit to ARHA
- h) Description of relocation plan components
- i) Any other items you deem important in proposal

### **2.1.3 Team:**

The RFQ did not require that all the team members be identified in the response. For this RFP, all team members **MUST** be included in your response. Also include the following:

- a) Organization charts showing team decision-making and communication structure and how interaction with City, State and Federal partners will be handled. Please indicate who will represent your team at public meetings.

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- b) Provide one-page resumes for key team members and briefly describe their direct responsibilities for this project. In addition, provide a description of projects that the team member is working on and the percentage of their time that will be allocated to this project throughout the life of the project.
- c) Identify a point of contact for each firm who may interact regularly with ARHA.
- d) Provide a list of each project that each senior team member is working on, whether construction, planning or design stages; provide location of project, size of project (TDC, number of units, SF of commercial/office), and expected completion of project. Provide a list of projects in the pipeline for each entity in the ownership structure. This includes pending and current projects where each/any of the team members have or will participate on. Include project scope, TDC, units developed, SF office/commercial, and expected duration.

#### **2.1.4 Conceptual Design:**

The proposal should state how the team envisions proceeding to the Concept Plan approval by the City of Alexandria and how the team would handle the DSUP process. Discuss how your team would handle height and density limitations currently imposed by zoning requirements and small area plans for this site. Also, state how the plan would solicit and/or incorporate the community's vision, including the vision of current Ladrey residents.

The proposal shall provide renderings and a massing of the project to be constructed. Precedent images are acceptable but do not include any drawings or photographs of facades or other features that are not included in your concept plan or are not being provided by the team. Any features that are shown that are not included in the concept plan should be clearly called out.

ARHA's preference is for construction of a new structure that meets current building expectations. The current Ladrey building has 8 foot ceilings, shallow hallways, small bays and other design elements included when the building was originally constructed in 1968. As such, if the proposal does not include the demolition of the existing structure, provide how the building will be renovated to meet current market expectations. If renovation is the proposed strategy, please provide a cost analysis of how the modernization of the existing building would be a better strategy for the project.

Preface the presentation of the concept plan with a discussion of the team's understanding of the small area plan and zoning issues that the proposal will encounter and a plan on how these limitations, opportunities and/or challenges will be addressed. This discussion should provide sufficient information that will allow the evaluation panel to evaluate the team's approach to

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land use strategy in addressing any City departmental and/or community concerns that may arise. Highlight in the concept plan any density bonuses that will be pursued, any rezoning or plan amendment that may be required or other potential waivers to the existing zoning and/or small area plan.

ARHA has a long-term ground lease with the owners of the Annie B. Rose senior community building. This is a seven story building located adjacent to Ladrey. The concept plan shall also discuss mitigation strategies during construction of the development site to limit any negative impacts on accessibility of residents to their building and units, enjoyment of their outdoor space, or any limits on the use of the existing surface parking at the site.

Following are minimum terms that shall be addressed in the conceptual design plan:

#### **2.1.4 a) Programming:**

- Building height, proposed FAR, setbacks, and construction type
- Square Footage - A range may be provided for each of the proposed program components depending on income levels
- Bedroom size mix contained in your design, and total number of units and average square foot of each, with a sample floor plan showing units and size of units
- Description and location of amenities included in the building and square foot sizes
- Total building size (GSF) and efficiency proposed, together with a breakout for amenity space, non-residential space, common area etc.

#### **2.1.4. b) Parking:**

- Discuss the parking plan that is consistent with the building's program and how it meets the zoning requirements (or if waivers will be required).
- Describe any modern parking management systems or smart technologies that will be used in the parking facility.
- Include accessibility to battery charging stations and incorporation of alternatives to vehicular transportation modalities.

#### **2.1.4. c) Public Space:**

- Clearly state the amount of public space dedicated on the site and a distinction between spaces accessible only by residents of Ladrey
- Discuss how this green space comports with zoning and small area plan requirements.
- Discuss if residents from the Annie B. Rose building or the public at large will have access to any green space within the building footprint.

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#### 2.1.4. d) Mixed Income Housing:

- Include potential unit square footage, bedroom mix, projected rental price ranges;
- Discussion of your philosophy on how mixed income housing, within a multifamily building, is sustained.
- ARHA expects to include up to 170 one-bedroom project based vouchers within the new building as replacement for the existing Ladrey units. (Currently, Ladrey contains efficiency units. Please discuss if you will include efficiency/studio units in your proposal.) Understanding the concept of aging in place, discuss if you will also propose two-bedroom voucher units that can accommodate approved live-in aides. Please factor this into your financial models.
- The current Ladrey building does not contain units that permit a live-in aide. Among the affordable housing mix, include two-bedroom units to accommodate such need. ARHA may, at its discretion, consider providing additional vouchers for such purposes.
- The AMI ranges for the income mixing is as follows: low-income: 170 voucher holders; Moderate income: 30-80% AMI; and Market: over 80% AMI.
- The Small Area Plan currently does not call for retail on this site. ARHA will work with the City and the neighborhood if small ground-level retail and/or amenity space for public use (warm & lit shell) were to be included in the building's program.

#### 2.1.4. e) Urban Design:

- Incorporating the guidelines established in the Old Town North Urban Design Standards and Guidelines from 2017, present renderings and diagrams that support design decisions that include setbacks, height limits, green space and streetscape; building frontage, parking, proposed service and loading zones; massing and shadow considerations; details, fixtures, and other elements that define the character of the site; any public art or other open space amenities that define the focal points of the design.
- While the Old Town North Small Area Plan published in 2017 did not envision the demolition of the Ladrey building and a combined redevelopment of the Ladrey and Admin Office building, the proposal should explore creative approaches to re-envision this site for the community.
- Provide a description of how the proposed site fits into the surrounding neighborhood context. Including creative building design elements is a plus.
- The proposed site is at the edge of the Old Town North Arts and Cultural District and the Arts Corridor. Describe how public art can be incorporated into the site design.

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#### **2.1.4. f) Component Development:**

- If the project is to be phased, provide both a narrative of the phasing along with a site plan depicting the phasing. It is important that the periods of transition between the phasing be explicitly explained.
- If there is a component development, will the existing Ladrey be renovated? If renovation is part of the plan, how will the units and hallways be renovated to current building standards and discuss how the building will be made accessible.
- If necessary, provide a relocation plan that is consistent with the phasing strategy.
- Discuss how demolition of the improvements on Parcel One and Two will be handled by the Team

#### **2.1.4. g) Resident Relocation Plan and Case Management:**

- Provide a relocation methodology that the team has successfully used on previous projects; provide experience with relocation of senior and disabled residents on previous projects.
- Outline the case management approach that will be undertaken by the team for the relocated households, including any software to be used, partners/firms that will participate in tracking residents until units are available at the redeveloped site, and any supportive services that will be provided to relocated residents.
- Provide a proposed budget for the relocation plan and funding sources that the team has successfully used on similar projects.

#### **2.1.4. h) Resident Services:**

- Provide a list and description of services that you propose to offer in the building, including services for senior residents.
- Provide commitment letters from partners and/or service providers who will provide services in the building and/or transportation to and from off-site services.
- Ensure that the services and programs provided for residents are for use by all the residents.
- Indicate how the services/programs will be funded and if funded from the building operating income, how much annually will be set aside for resident programs/services. Provide a list and description of similar programs that the team has used at other sites and how each is funded.

#### **2.1.5 Sustainability:**

- a) Indicate how the team will address the development objective that states:

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Support environmentally sustainable development practices, including innovative storm water management techniques, renewable energy sources, and energy efficient building practices that go beyond code requirements.

- b) What performance metrics will be used to meet the development objective? How will the efficiency and savings due to these improvements be monitored and compliance enforced?
- c) Explain how the incorporation of sustainability features will impact the pro forma.
- d) Show sustainability elements that go beyond those required by the City of Alexandria.
- e) Describe how the project team will educate the residents of the new community on the sustainability features in their new home.

#### **2.1.6 Schedule:**

- a) Provide a design, entitlement, relocation and construction schedule (for each component if proposed), including public meetings, city review and concept plan approvals.
- b) Describe the proposed method of collecting community input, taking into consideration any social distancing methods of physical engagement.

#### **2.1.7 Financial:**

[NOTE: Financial information listed under this section, at your request and so clearly marked, can be made confidential.]

- a) Provide a pro forma financial analysis that demonstrates the feasibility of the proposed project. Please include a breakdown by project components showing the sources and uses of funds. This would include nonresidential sources that are identified. Development team should show the rate of return on the project (i.e., IRR, et al.) as well as developer's fee that are associated with the project.
- b) If contemplated, provide a description of the ground lease contract to be used and how the initial leasehold will be assessed, incremental increase and at what intervals, terms, etc. Provide a sample lease payment schedule.
- c) Analysis of potential public funds required to complete the project. Include projected federal, state or city loans and grants assumed in your financial analysis. Include uses for such public funds and a strategy on how these funds will be leveraged and at what ratios.
- d) Outline the proposed financial structure, including anticipated sources of equity (including whether such equity is on hand or will need to be raised) and debt (if any), and clearly state any requested public financing or other support.
- e) A discussion of how demolition and hazardous material abatement of existing housing units at the sites will be handled.

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- f) Outline the estimated benefit to the City of Alexandria. This may include: tax base enhancement, the creation or retention of jobs, the provision of retail goods and services for the area, an estimate of the taxable real estate values upon completion and annual real estate taxes.
- g) An outline of the economic benefits to be realized by ARHA, including proceeds at closing, participation in fees, cash flow and capital appreciation.
- h) During contract negotiations, ARHA may require audited financial statements of each of the team owners. Please be prepared to submit such upon request.

#### **2.1.8 ARHA Business Terms:**

In the RFQ response, your team provided a summary of the business terms and participation by ARHA in the entire deal. Please expand upon this section and provide specific information relative to the financial structuring of the deal (or component), ownership and/or financial benefits to ARHA, and long-term participation by ARHA.

One of ARHA's key development goals, is to enter into a ground lease for the Ladrey site. Please provide as much information on the potential ground lease including but not limited to methods for calculating the lease, initial payment to ARHA, annual payments, terms, escalation and how calculated, and buyout options. If a ground lease is not to be used, discuss why not and how land would be valued and method of payment to ARHA.

ARHA's goal is to ensure that the affordable and low-income renters are seamlessly integrated into each residential building. Please describe the legal structures that will be created to ensure that LIHTCs are applied to the eligible units and the ARHA participation in such a structure, financing to be used and its impact on deal, and in what year will development partner apply for 9% LIHTCs, if used. Discuss your team's experience with combined 4%/9% LIHTC deals and if your team proposes to use them in this transaction.

#### **2.1.9 Management & Ownership:**

Outline the short-term and long-term ownership structure of the project components; including the market, affordable, and PBV units. Include percentage ownership of each entity as well as ARHA's continued interest in the project.

Provide a summary of the experience of the property manager to be used. Provide a summary of projects of similar size and complexity that the manager has undertaken over the past seven years.

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ARHA wants to have an active role in the Property Management of the units that are developed. Please discuss how you would include ARHA staff in your proposal. ARHA's property management division has been certified by Virginia Housing as a certified property manager. Please provide a summary on how ARHA employees will be incorporated into the property management team and the training that will be provided to enhance the ARHA employee's professional development and capacity.

#### **2.1.10 Participation by Disadvantaged Communities:**

The RFQ requested an outline of the equity participation of primary team members who are people of color. Please document the team's equity participation. The team will be measured on their commitment to ensuring the meaningful participation of persons of color in decision-making on each component of the deal and having an equity stake in the financial outcome of this project. Provide a copy of the signed legal agreement with the minority owned partner which outlines scope of work in partnership, terms and conditions, equity share per project component, and any buyout provisions.

In addition, highlight minority and women participation goals for each development phase including pre-development and construction phase, hard and soft construction costs, as well as professional and specialized categories; include subcontractors and employees, percentage of contract, and any other information that demonstrates a policy of inclusion. As a public housing agency, ARHA strives to provide job opportunities to current residents. Provide a commitment letter stating how you will implement a Section 3 outreach program to maximize resident participation throughout the redevelopment and construction phases.

#### **2.1.11 Interviews/ Best and Final Offers:**

Presentations/interviews will be held with each development team. The presentations will concentrate on Design Concepts, Schedule, Relocation, and Financing. Specific times and dates will be determined after the proposals have been submitted.

ARHA reserves the right to request a Best and Final Offer after responses have been submitted and to include the scoring of this response in the final determination of the development team to be procured.

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**[Table No. 3]**

<b>RFP Section</b>	<b>Tab No.</b>	<b>Description</b>
<b>2.1.1</b>	<b>1</b>	<b>Cover Letter</b>
<b>2.1.2</b>	<b>2</b>	<b>Executive Summary</b>
<b>2.1.3</b>	<b>3</b>	<b>Team</b>
<b>2.1.4</b>	<b>4</b>	<b>Conceptual Design</b>
<b>2.1.5</b>	<b>5</b>	<b>Sustainability</b>
<b>2.1.6</b>	<b>6</b>	<b>Schedule</b>
<b>2.1.7</b>	<b>7</b>	<b>Financial</b>
<b>2.1.8</b>	<b>8</b>	<b>ARHA Business Terms</b>
<b>2.1.9</b>	<b>9</b>	<b>Management &amp; Ownership</b>
<b>A</b>	<b>10</b>	<b>Form of Proposal:</b> This Form is attached hereto as Attachment A to this RFP document. This form must be fully completed, executed where provided thereon and submitted under this tab as a part of the proposal submittal.
<b>D</b>	<b>10</b>	<b>Non-Collusive Affidavit – Attachment D</b>
<b>E</b>	<b>10</b>	<b>Equal Employment Opportunity Certification, Form HUD-92010 – Attachment E</b>
<b>F</b>	<b>10</b>	<b>Section III Compliance Clause &amp; Commitment Form – Attachment F</b>
<b>G</b>	<b>10</b>	<b>Certification for Business Concerns Seeking Section 3 Preference in Contracting &amp; Demonstration of Capability – Attachment G</b>
<b>H</b>	<b>10</b>	<b>Eligibility for Preference – Attachment H</b>
<b>I</b>	<b>10</b>	<b>Minority Business &amp; Section III Participation Commitment Form – Attachment I</b>
<b>J</b>	<b>10</b>	<b>Contractor's Certification Regarding Subcontractors - Attachment j</b>
<b>K</b>	<b>10</b>	<b>Client References – Attachment K</b>
<b>L</b>	<b>10</b>	<b>Form W-9 – Request for Taxpayer Identification Number &amp; Certification – Attachment L</b>
<b>O</b>	<b>10</b>	<b>Supplemental Terms and Conditions of the Contract– Attachment O</b>

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	<b>12</b>	<b>Other Information (Optional Item):</b> The proposer may include hereunder any other general information that the proposer believes is appropriate to assist ARHA in its evaluation.
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#### 2.2 Proposal Submittal Binding Method:

It is preferable and recommended that the proposer bind the proposal submittals in such a manner that ARHA can, if needed, remove the binding (i.e. “comb-type;” etc.) or remove the pages from the cover (i.e. 3-ring binder; etc.) to make copies then conveniently return the proposal submittal to its original condition. See page number 9 Table No.2 for more details.

#### 2.3 Proposal Submission:

All proposals must be submitted and time-stamped received in the designated ARHA office by no later than the submittal deadline stated herein (or within any ensuing addendum). A total of six (6) hard copies, one (1) original signature copy (marked "ORIGINAL") and five (5) exact copies (each of the 6 separate proposal submittals shall have a cover and extending tabs) of the proposal submittal, shall be placed unfolded in a sealed package and addressed to:

##### **Alexandria Redevelopment & Housing Authority**

Mike Angel  
Senior Contract Manager  
401 Wythe Street  
Alexandria Virginia 22314

Mohammad Muhsen  
Virginia Contracting Associate  
401 Wythe Street  
Alexandria Virginia 22314

The package exterior must clearly denote the above, noted RFP number, and must have the proposer’s name and return address. Proposals received after the published deadline will not be accepted.

\*All files must be uploaded to the eProcurement. The uploaded files must be identical to the hard copies submitted to ARHA\*

1. Access [nahro.economicengine.com](http://nahro.economicengine.com) (no “www”).
2. Click on the “Login” button in the upper left side.
3. Upload your proposals to eProcurement.

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If you have any problems in accessing or uploading on the system, please call customer support at: 1-866-526-9266. Email: [larry.t.hancock@gmail.com](mailto:larry.t.hancock@gmail.com)

#### **3.0 Submission Conditions:**

DO NOT FOLD OR MAKE ANY ADDITIONAL MARKS, NOTATIONS OR REQUIREMENTS ON THE DOCUMENTS TO BE SUBMITTED

Proposers are not allowed to change any requirements or forms contained herein, either by making or entering onto these documents or the documents submitted any revisions or additions; and if any such additional marks, notations or requirements are entered on any of the documents that are submitted to ARHA by the proposer, such may invalidate that proposal. If, after accepting such a proposal, ARHA decides that any such entry has not changed the intent of the proposal that ARHA intended to receive, ARHA may accept the proposal and the proposal shall be considered by ARHA as if those additional marks, notations or requirements were not entered on such.

By accessing the noted Internet System, registering and downloading these documents, each prospective proposer that does so is thereby agreeing to confirm all notices that ARHA delivers to him/her as instructed, and by submitting a proposal, the proposer is thereby agreeing to abide by all terms and conditions published herein and/or by addendum pertaining to this RFP.

#### **3.1 Submission Responsibilities:**

It shall be the responsibility of each proposer to be aware of and to abide by all dates, times, conditions, requirements and specifications set forth within all applicable documents issued by ARHA, including the RFP document, the documents listed within the following Section 2.3, and any addenda and required attachments submitted by the proposer. By virtue of completing, signing and submitting the completed documents, the proposer is stating his/her agreement to comply with the all conditions and requirements set forth within those documents.

#### **3.2 Proposer's Responsibilities -Contact with ARHA:**

It is the responsibility of the proposer to address all communication and correspondence pertaining to this RFP process to the Procurement Manager only. Proposers must not make inquiry or communicate with any other ARHA staff member or official (including members of the Board of Commissioners) pertaining to this RFP. Failure to abide by this requirement may be cause for ARHA to refuse to consider a proposal submittal received from any proposer who ARHA determines did not abide by this directive.

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#### 3.3 Addenda:

All questions and requests for information must be addressed in writing to the Senior Procurement Manager and/or Procurement Assistant. The Senior Procurement Manager and/or Procurement Assistant will respond to all such inquiries in writing by addendum to all prospective proposers (i.e. firms or individuals that have obtained the RFP Documents). During the RFP solicitation process, the Senior Procurement Manager and/or Procurement Assistant will NOT conduct any *ex parte* (a substantive conversation—“substantive” meaning, when decisions pertaining to the RFP are made—between ARHA and a prospective proposer when other prospective proposers are not present) conversations that may give one prospective proposer an advantage over other prospective proposers.

This does not mean that prospective proposers may not call the Senior Procurement Manager and/or Procurement Assistant—it simply means that, other than making replies to direct the prospective proposer where his/her answer has already been issued within the solicitation documents, the Senior Procurement Manager and/or Procurement Assistant may not respond to the prospective proposer’s inquiries. However, the Senior Procurement Manager and/or Procurement Assistant will direct him/her to submit such inquiry in writing so that the Senior Procurement Manager and/or Procurement Assistant may more fairly respond to all prospective proposers in writing by addendum.

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## 4.0 PROPOSAL EVALUATION:

### 4.1 Evaluation Factors and Criteria:

Teams will be evaluated on the scoring system listed below and on a qualitative feedback section by each Panel member. Evaluation of RFP responses will be based on the following:

[Table No. 5]

NO.	MAX POINT VALUE	FACTOR TYPE	FACTOR DESCRIPTION
1	10 points	Project Team	a) Team's approach to facilitating project coordination and delivery b) Experience of team members on similar projects c) Project Management and availability d) Proposed public engagement process and demonstrated experience facilitating public improvement processes
2	25 points	Conceptual Design (Technical)	a) Degree to which the preliminary development concept and site design meets the Development Objectives b) Market targeted (housing type, mixed income housing, community space, destination focus, etc.) c) Urban Design and incorporation into the urban fabric of the community d) Sustainability Objectives e) Demonstrated understanding of City's DSUP process
3	35 points	Project Financing, Schedule, Ownership	a) Demonstrated market viability and long-term commitment to the project b) Demonstrated financial ability to complete the project c) Guarantees provided, ARHA participation in each component, benefits to ARHA d) Ability to replace all current Ladrey units in the new building e) Timeline, component description, and schedule
4	15 points	Resident Relocation Planning and Services	a) Creative resident Relocation Plan, b) Relocation financing, including external grants c) Resident case management plan and facilitation of services d) Resident services/programs and partnerships included in proposal e) Demonstrated track record for providing services and creatively funding such services
5	10 points	Equity Participation by Communities of Color/	a) Equity percentage in ownership structure b) Percentage of minority and women owned businesses during construction c) Commitment to permanent jobs created on the site

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		<b>Construction Jobs/Section 3</b>	d) Section 3 commitment
<b>6</b>	<b>5 points</b>	<b>Interview/Presentation</b>	e) Responsiveness to Board's goals and objectives f) Presentation materials, organization, clarity
	<b>100 points</b>		<b>Total Points</b>

NOTE: In the event that the Evaluation Panel requests a Best and Final proposal and/or responses to general and proposal-specific points in the Team's proposal, these additional points shall be included in the evaluation of the selected Team and ranking of the respondents

#### 4.2 Evaluation Method:

ARHA's process of evaluation of all proposals according to HUD and Virginia Procurement Act.

##### 4.2.1 Initial Evaluation for Responsiveness:

Each proposal received will first be evaluated for responsiveness (e.g., meets the minimum of the published requirements). ARHA reserves the right to reject any proposals deemed by ARHA not minimally responsive (ARHA will notify such firms in writing of any such rejection).

##### 4.2.2 Evaluation Packet:

An evaluation packet will be prepared for each evaluator, including the following documents:

###### 4.2.2.1 Instructions to Evaluators;

###### 4.2.2.2 Proposal Tabulation Form; and

###### 4.2.2.3 Copy of all pertinent RFP documents.

##### 4.2.3 Evaluation Committee:

ARHA anticipates that it will select a minimum of a three-person committee to evaluate each of the responsive proposals submitted in response to this RFP. PLEASE NOTE: No proposer shall be informed at any time during or after the RFP process as to the identity of any evaluation committee member. If, by chance, a proposer does become aware of the identity of such person(s), he/she SHALL NOT make any attempt to contact or discuss with such person anything related to this RFP. As detailed within Section 3.3 of this document, the designated Procurement Manager is the only person at ARHA that the proposers shall contact pertaining to this RFP. Failure to abide by this requirement will cause such proposer(s) to be eliminated from consideration for award.

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#### **4.2.4 Evaluation:**

The appointed evaluation committee, independent of the Procurement Manager or any other person at ARHA, shall evaluate the responsive proposals submitted and award points pertaining to Evaluation Factors Nos. 1, 2, 3, 4, 5 and 6. Upon final completion of the proposal evaluation process, the evaluation committee will forward the completed evaluations to the Procurement Manager.

ARHA reserves the right to request additional information after the proposals have been evaluated and to request of each potential bidder a best and final offer for review by the evaluation committee.

#### **4.2.5 Determination of Top-ranked Proposer:**

The points awarded by the Evaluation Committee shall be the final ranking.

#### **4.2.6 Award Recommendation:**

The CEO will forward to the Board the final ranking. At their next scheduled meeting, the Board will make its determination as to whether or not to accept the CEO's recommendation. Negotiations of the Term Sheet may, at ARHA's option, be conducted prior to the Board of Commissioners approval.

#### **4.2.7 Notice of Results of Evaluation:**

If an award is completed, all proposers will receive by e-mail a Notice of Results of Evaluation. Such notice shall inform all proposers of:

**4.2.7.1** Which proposer received the award;

**4.2.7.2** Where each proposer placed in the process as a result of the evaluation of the proposals received; and

**4.2.7.3** Each proposer's right to a debriefing.

#### **4.2.8 Restrictions:**

All persons having familial (including in-laws) and/or employment relationships (past or current) with principals and/or employees of a proposer entity will be excluded from participation on the ARHA evaluation committee. Similarly, all persons having ownership interest in and/or contract with a proposer entity will be excluded from participation on the ARHA evaluation committee.

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## 5.0 CONTRACT AWARD:

### 5.1 Contract Award Procedure:

If a contract is awarded pursuant to this RFP, the following detailed procedures will be followed:

By completing, executing and submitting the Form of Proposal, Attachment A, the “proposer is thereby agreeing to abide by all terms and conditions pertaining to this RFP as issued by ARHA, in hard copy within the proposal,” including the contract clauses already attached as Attachment O Supplemental Terms and Conditions.

### 5.2 Contract Conditions:

The following provisions are considered mandatory conditions of any contract award made by ARHA pursuant to this RFP:

#### 1. Contract Form:

ARHA will not execute a contract on the successful proposer's form. Contracts will only be executed on ARHA form (please see Sample Contract, Attachment O, and by submitting a proposal the successful proposer agrees to do so (please note that ARHA reserves the right to amend this form as ARHA deems necessary).

ARHA will consider and respond to such written correspondence, and if the prospective proposer is not willing to abide by ARHA's response (decision), then that prospective proposer shall be deemed ineligible to submit a proposal.

- a) Please note that ARHA has no legal right or ability to (and will not) at any time negotiate any clauses contained within ANY of the HUD forms included as a part of this RFP.

### 5.3 Right To Negotiate Final Terms:

ARHA shall retain the right to negotiate the fees that are paid to the successful proposer, meaning the fees proposed by the top-rated proposer may, at ARHA's option, be the basis for the beginning of negotiations. Such negotiations shall begin after ARHA has chosen a top-rated proposer. If such negotiations are not, in the opinion of the CO successfully concluded within a period specified prior to the commencement of negotiations, ARHA shall retain the right to end such negotiations and begin negotiations with the next-rated proposer.

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ARHA shall also retain the right to negotiate with and make an award to more than one proposer, as long as such negotiation(s) and/or award(s) are addressed in the above manner (i.e. top-rated first, then next-rated following until a successful negotiation is reached).

#### **5.4 Final Selection and Negotiation:**

Final selection of the development team will be made upon Board approval. Upon selection of the best and final proposal, ARHA will negotiate final business and performance terms (including financing and ownership structure) with the selected development team. Final approval of the term sheet and/or development agreement will be made by the Board. Agreements addressing business terms, performance benchmarks and legal requirements will be entered between the parties after the term sheet has been approved.

ARHA reserves the right to cancel negotiations at any point. Commencement of negotiations does not commit ARHA to accept any or all of the terms of the proposal, and negotiations may be terminated at any time, in which case ARHA reserves the right to enter into negotiations with the next highest ranked reviewed proposal.

These negotiations may result in minor or material changes to the proposals, including both to the business terms and the project. Successful negotiations will result in an award recommendation to the ARHA Board of Commissioners. Thereafter, agreements addressing business terms, performance benchmarks and legal requirements will be entered into between the parties.

ARHA reserves the right to reject, in whole or in part, any or all proposals if deemed appropriate to achieve the goals of the development of the site. ARHA reserves the right to reissue the RFP to other pre-qualified development teams if negotiations fail in this round. The terms and conditions of any development agreement and any other contracts or agreements resulting from this RFP progress are subject to ARHA Board approval.

#### **5.5 No Commitment:**

This RFP does not commit ARHA to award a contract or to pay any costs incurred in the preparations or submission of proposals, or costs incurred in making the necessary studies for the preparation thereof or to procure or contract for services or supplies. ARHA reserves the right to reject any or all proposals received in response to this RFP and to negotiate with any vendors or other firms in any manner deemed to be in the best interest of ARHA. ARHA reserves the right to reject a proposal that it subsequently discovers contains material misrepresentations; to

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reject the proposal of any proposer that has previously failed to perform properly or in a timely manner contracts of a similar nature, or a proposer who in the opinion of ARHA is not in a position or has the sufficient financial resources to perform each component of the contract.

This invitation contains no contractual proposal of any kind; any proposal submitted will be regarded as a proposal and not as an acceptance by ARHA. No contractual relationship will exist except pursuant to a written contract document signed by the successful proposer and ARHA.

#### **5.6 Termination:**

Irrespective of any default hereunder, ARHA may at any time in sole discretion (for convenience or cause) terminate the contract in whole or in part, and in such event the consultant shall be entitled to receive equitable compensation for all undisputed work completed and accepted, prior to such termination or cancellation.

#### **5.7 Conflict of interest:**

No employee, officer or agent of ARHA shall participate directly or indirectly in the selection or in the award of any contract if a conflict, real or apparent, would be involved. Such conflict would arise when a financial or other interest in an agency selected for award is held by:

- an employee, officer or agent involved in making the award; or his/her relative including father, mother, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, husband, wife, domestic partner, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half- brother, or half-sister; or
- his/her business or professional partner; or
- an organization which employs, is negotiating to employ, or has an arrangement concerning prospective employment of any of the above.

#### **5.8 Contract Service Standards:**

All work performed pursuant to this RFP must conform and comply with all applicable local, state and federal codes, statutes, laws and regulations.

#### **5.9 Withdrawals and Modification:**

Proposals may be modified or withdrawn in writing prior to the proposal closing time specified herein. Proposals may not be modified or withdrawn after that time.

ARHA reserves the right to accept or reject any information submitted late.

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### ARHA DEVELOPMENT PARTNER FOR THE LADREY REDEVELOPMENT

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#### 5.10 Resources:

City of Alexandria Zoning Tools -

<https://www.alexandriava.gov/housing/info/default.aspx?id=74592#ZoningTools>

Small Area Plans –

<https://www.alexandriava.gov/planning/info/default.aspx?id=44614>

Old Town North Small Area Plan

[https://www.alexandriava.gov/uploadedFiles/planning/info/masterplan/City\\_Master\\_Plan\\_Map/OldTownNorthSAPCurrent.pdf](https://www.alexandriava.gov/uploadedFiles/planning/info/masterplan/City_Master_Plan_Map/OldTownNorthSAPCurrent.pdf)

Parker Gray Historic District –

<https://www.alexandriava.gov/planning/info/default.aspx?id=33280>

Resolution 830 (current terms and name)

City of Alexandria Section 106 process

#### **Following Attachments Are Included:**

13-Attachment AA - Title Report Admin Building

14-Attachment AB - Torti Concept Presentation

15-Attachment AC - Section 18 Approval Ladrey

16-Attachment AD - Title Report Annie B Rose

17-Attachment AE - ARHA Entitlement Narrative HCM

18-Attachment AF - Title Report Ladrey

19-Attachment AG - Ladrey Emergency Vehicle Easement 1985

20-Attachment AH - Site Plan Exhibits- Ladrey

21-Attachment AI - Ladrey Residents Demographics Mar2021

22-Attachment AJ - Hazardous Materials Survey- Ladrey High Rise

23-Attachment AK - Resolution 2876 (04.2019)