



REQUEST FOR QUALIFICATIONS

DEVELOPMENT PARTNER FOR

ALEXANDRIA REDEVELOPMENT

AND HOUSING AUTHORITY

SOLICITATION # RFQ Q-20-01

ISSUE DATE:

FEBRUARY 25, 2020

ACCEPTANCE DATE:

2:00 P.M. APRIL 17, 2020

KEITH PETTIGREW
Chief Executive Officer

DANIEL BAUMAN
Board of Commissioners Chair

**ALEXANDRIA REDEVELOPMENT AND HOUSING AUTHORITY
REQUEST FOR QUALIFICATIONS FOR DEVELOPMENT PARTNER
SOLICITATION #RFQ Q-20-01**

The Alexandria Redevelopment and Housing Authority (ARHA) is responsible for the development, maintenance, and management of all public housing and other affordable housing developments in the City of Alexandria, Virginia, with oversight and funding provided by the U.S. Department of Housing and Urban Development (HUD).

The purpose of this solicitation is to procure services from one or more qualified development teams to be Development Partners with ARHA in the development or redevelopment of rent-restricted and income-restricted housing in the city of Alexandria utilizing a mixed-finance, mixed-income approach. Rent-restricted and income-restricted housing includes units subsidized as public housing and project-based housing choice voucher subsidies, and may include other financing structures which results in long term committed housing affordability.

ARHA is currently repositioning its public and affordable housing properties by seeking HUD's approval to change the operating subsidies at each site. As further described below, ARHA will use Section 18 Disposition, RAD subsidy change, and voluntary conversion to transform current public housing sites to affordable housing with project-based subsidies. For purposes of this solicitation, two tiers of ARHA properties will be under consideration for redevelopment by the procured Development Partner or Partners. The Tier One properties represent sites that at this time are currently under review by HUD for Section 18 subsidy repositioning. As such, the ARHA Board of Commissioners has designated these sites as priority parcels and anticipates awarding them for redevelopment before other parcels. The Tier Two properties represent other ARHA properties that are currently not being considered for disposition under Section 18 and as such whose subsidy will not be repositioned in the short-term. Notwithstanding the priority for these parcels, the ARHA Board of Commissioners may alter the property selection priorities based on external factors beyond its control. After Board selection of the Development Partner or Partners, ARHA will assign the below property or properties to the selected Development Partner or Partners for submission of a development plan leading to a development term sheet. The ARHA Board of Commissioners shall approve all development term sheets prior to formal parcel award.

The three sites included in Tier One Properties are:

- **Andrew Adkins**, currently contains 90 public housing units in 10 townhome buildings scattered within a 3.52 acre site; and
- **Samuel Madden**, currently contains 66 public housing units in 13 townhome buildings scattered among a 3.44 acre site; and
- **Ladrey High Rise**, contains 170 public housing units in an eleven-story building.

The sites on our Tier Two Properties are:

- **Yale Drive (formerly known as Cameron Valley)** contains 40 public housing units within a 2.97 acre site; and
- **Hopkins Tancil**, contains 111 Mod Rehab project-based vouchers in a 16 row townhome development sitting on a 4-acre site.

In its sole discretion, ARHA may change the sites to be developed or add additional sites to the Tier One or Tier Two Properties. Firms may submit a list of preferred sites from the above. ARHA, in its sole discretion, may assign a selected site to the preferred Development Partner or may assign another site in which case the preferred Development Partner may decline such site. The ARHA Board of Commissioners may also assign a parcel to multiple preferred Development Partners. In this case, the preferred Development Partners will submit a development proposal for review by the Board. After evaluation of the multiple proposals, the Board of Commissioners shall designate a Development Partner for such parcel. An outline of the selection and site designation process in Section 4.1 of this solicitation is included.

Potential respondents should register with ARHA's procurement officer so that all future addendum or notices can be sent directly to the firm. The firm may register by contacting the following: mmuhsen@arha.us (Mohammad Muhsen, Procurement Assistant) mangel@arha.us (Mike Angel, Procurement Manager). Please send an email containing all contact information for the firm and the email and telephone for the firm's key contact.

The Request for Qualifications package consists of the instructions and requirements governing this solicitation, as well as the scope of services to be performed, and other pertinent information. The Solicitation documents may be obtained electronically at the ARHA website (www.ARHA.us), or in person, during regular business hours, at the ARHA Headquarters, 401

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Wythe Street, Alexandria, Virginia, 22314. All firms must provide to ARHA an email address and other contact information where all subsequent communication will be sent.

ARHA invites all interested firms to a pre-submission meeting scheduled for March 19, 2020 at 10:00 am in the first floor conference room located at the ARHA Headquarters Building, 401 Wythe Street, Alexandria, VA, 22314.

Sealed responses (an original and five (5) copies, plus a flash drive) are to be delivered no later than 2:00 pm on April 14, 2020, to the ARHA Procurement Department, located in the ARHA Headquarters building.

Responses will be evaluated and scored based on the criteria set forth in Section IV of the RFQ. The designation of the preferred Development Partner list by the ARHA evaluation committee is subject to approval of the ARHA Board of Commissioners. ARHA is an equal opportunity employer and does not discriminate based on sex, gender identity, sexual orientation/preference, race, age, national origin, religious creed, civil status, war veterans, and handicap or disabled status.

ARHA reserves the right to reject any and/or all proposals and to waive any informality in the procurement process. ARHA will not be liable for any claims, loss, damages or respondent costs resulting from any part of this Request for Qualifications process. This solicitation complies with the requirements of applicable federal and local laws and regulations.

Keith Pettigrew
Chief Executive Officer
Alexandria Redevelopment and Housing Authority

ALEXANDRIA REDEVELOPMENT AND HOUSING AUTHORITY

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PART I – GENERAL BACKGROUND INFORMATION

1.1. Introduction

The Alexandria Redevelopment and Housing Authority (ARHA) is responsible for planning, financing, constructing, maintaining and managing public and affordable housing developments in the City of Alexandria, Virginia. ARHA serves over 2,100 households within its traditional public housing developments and with project-based vouchers and portable vouchers.

On June 28, 2019, ARHA submitted a Disposition Application to HUD under Section 18 for eventually replacing the public housing operating subsidy for all the current public housing units with project based Housing Choice Vouchers. This Section 18 disposition process is one of the tools that HUD has provided to ARHA to transform the operating subsidy of our current public housing units and to transform traditional public housing. ARHA has embraced this repositioning initiative because it will allow greater local control of the development of the public housing properties through mixed income developments, provide better forecasting for asset repositioning, and enhance leveraging of private funds for comprehensive capital improvements. Moreover, it will allow ARHA to more aggressively preserve and expand affordable housing in the City of Alexandria. Essentially, the change from public housing subsidy to Section 8 subsidies increases the potential operating income for the approved sites and increases development options.

In the event that HUD approves ARHA's Section 18 applications, we will apply for Project Based Vouchers (PBVs) and make all or a portion of these vouchers available to the project to be developed. In the alternative, for those properties not meeting the disposition criteria, HUD has broadened the Rental Assistance Demonstration (RAD) program and ARHA will consider RAD mixed income financing as an alternate funding program for replacement of its subsidized public housing units. In the end, ARHA's strategy is to strengthen the operating subsidy and capital funding of its entire public housing and affordable housing portfolio.

ARHA is seeking Development Partners with a wealth of experience in creatively financing affordable and mixed-income development housing projects, locally and nationally. We will also evaluate the team's prior experience in creating housing in the City of Alexandria and greater DC metropolitan region.

Each property listed in the two tiers has the potential of being a multi-component project, independently financed. ARHA seeks a development partner that, at a minimum, commits to the following development principles:

- Commitment to the one-for-one replacement of the existing low-income housing units on the former public and affordable housing site;
- Commitment to create a mixed income community where the affordable units will, to the greatest extent feasible, be fully integrated within each multifamily building. With this, there shall be no discernible physical or perceptual differences between housing unit types proposed for varying income levels;

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- Commitment, to the greatest extent possible, to an income mix on the site of one-third low-income, one-third workforce housing, and one-third market rate units;
- Commitment to producing a development plan for the awarded site to include residential units, green space, off-street parking, community service space, and where feasible, ground floor retail;
- 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;
- Commitment to maximizing the participation of local, minority and women owned businesses at each level of the project development, including equity participation by minority owned partners;
- Commitment to a Public Private Partnership by including ARHA's development entity Virginia Housing Development, LLC (VHD) as a partner to share in fees, cash flow, equity and sale of the market rate/mixed income properties;
- Commitment to structuring a financially feasible development deal that is economically sustainable, that potentially includes a ground lease for the ARHA land; and
- Commitment to ensuring that ARHA residents are the focal point of all redevelopment efforts by including resident input throughout each component of the project.

ARHA seeks a Development Partner who has utilized a wide range of financial tools to create affordable housing and is not solely restricted to financing affordable housing units with allocations of Low Income Housing Tax Credits (LIHTC). As a VHDA-designated "experienced developer," ARHA will use its resources to assist the procured Development Partner submit a request for the public housing set-aside portion of 9% LIHTC, if the project so requires. ARHA may, in its sole discretion, award more than one development site to a Development Partner. Selection as a Development Partner does not guarantee the subsequent award of a development site.

Virginia Housing Development, LLC (VHD) is a wholly owned subsidiary of the Alexandria Redevelopment and Housing Authority (ARHA). VHD has provided development support primarily to ARHA and collaborated with procured developers to produce affordable housing in mixed income properties. With regard to the Tier One and Tier Two properties, ARHA envisions VHD to be ARHA's representative on all transactions. .

1.2. Overview of Requested Services

ARHA seeks submissions from potential Development Partners with successful experience developing mixed-income/mixed-finance housing projects with affordable housing units serving a wide range of household incomes, including low-income families, and households traditionally

served by ARHA. The selected firm(s) may become ARHA's Development Partner for the redevelopment of one or more ARHA properties described above. ARHA will work with the Development Partner in a Public Private Partnership where we will seek that our respective interests are fully aligned with regard to the project. The initial three properties to be redeveloped are anticipated to be the Andrew Adkins, Samuel Madden and Ladrey High Rise public housing sites. Selected firms are not guaranteed any ARHA property for development.

The units at the three Tier One sites are fully occupied and as such, the Development Partner will be responsible for assisting with the relocation, demolition, and site stabilization of each site. Development Partner's identification and/or control of potential temporary housing resources will be considered. In addition, the Development Partner is required to plan, staff and manage the predevelopment process including obtaining all entitlements, permits, design approval, and financing for the project or component.

The Development Partner(s) will provide the necessary skills, expertise and capacity to expeditiously create a concept plan for the site and implement a comprehensive redevelopment and transformation plan of these sites. Responding applicants will also provide detailed information regarding the capabilities of their team including but not limited to design, engineering, financing, general contractor, construction management, property management, and social services to assist and facilitate the redevelopment process, and shall notify ARHA of materials changes in the team composition, if selected. Unless the design team and general contractor are part of the Development Partner's staff, ARHA shall participate in the selection of the architect and general contractor. The Development Partner will be expected to develop a strategy for fostering Section 3 employment, training and contracting opportunities throughout the redevelopment process. ARHA is committed to ensuring that small, local, minority and women owned businesses participate fully throughout the pre-development, construction and post construction stages of the project.

Once selected, the Development Partner is required to work with stakeholders and city officials to create a Concept Plan for the site that is consistent with the City of Alexandria's Small Area Plan. The Concept Plan will be required for the application for a Development Special Use Permit with Site Plan (DSUP) submission to the City.

1.3. Development Experience in Alexandria/DC Metro Area

Though not specifically required, development experience in the City of Alexandria and the greater DC metropolitan area is strongly recommended. Knowledge of and working experience with the entitlement process of Alexandria is particularly important given ARHA's desire to seek an expedited delivery of units. Developers are encouraged to include on their team members who will assist the responding applicant manage local community engagement processes, local regulations, permitting and construction nuances and procedures.

1.4. Description of the Tier One Sites

The ARHA Board of Commissioners reserves the right to designate any of its properties for immediate or future development. As previously described, ARHA has undertaken numerous

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steps to reposition its public and affordable housing portfolios and as such is awaiting a final HUD response. Notwithstanding these and other factors, the ARHA Board of Commissioners has designated the following as potential sites for development over the short-term (Years 1-5):

Andrew Adkins

Address:

700-738 Block of N Fayette St., Alexandria Virginia

Site:

3.52 acres, in the Braddock Road Metro Neighborhood and Braddock East Small Area Plans

Description:

Adjacent to the Braddock Road Metro station on the Blue and Yellow lines

Existing Units: 90 Public Housing

12 one-bedroom units

24 four-bedroom units

14 two-bedroom units

8 five-bedroom units

32 three-bedroom units

Samuel Madden

Address:

812-931 Block of N Patrick St., Alexandria Virginia

Site:

3.44 acres, in the Braddock Road Small Area Plan (as above)

Description:

At the Gateway to Old Town Alexandria, sitting where Route 1 divides into two one-way streets and is 2.5 blocks from the Braddock Road Metro station.

Existing Units: 66 Public Housing

46 two-bedroom units

20 three-bedroom units

Ladrey High Rise

Address:

300 Wythe St., Alexandria Virginia

Site:

0.89 acres, in the Old Town North Small Area Plan

Description:

11-story high-rise building currently designated for elderly and disabled residents

Existing Units: 170 Public Housing

60 efficiency units

110 one-bedroom units

Note: The Developer Partner's obligation to develop a Plan providing 1:1 replacement of existing deeply affordable units onsite assumes replacement of existing unit/bedroom types, subject to ARHA's assessment of resident and market demographics.

1.5. Description of Tier Two Sites

ARHA has identified the following additional sites as potential sites for future development:

Cameron Valley

Address:

57-75, 101-131 Yale Drive & 100-134 Ellsworth Dr., Alexandria Virginia

Site:

2.97 acres, in the Taylor Run Small Area Plan

Description:

Townhouse development across 6 buildings off Duke St and across from a retail shopping center

Existing Units: 40 Public Housing

4 two-bedroom units

35 three-bedroom units

1 four-bedroom unit

Hopkins-Tancil

Address:

301-325 Block of N Princess St. north to the 300-324 Block of Pendleton St., Alexandria Virginia

Site:

4.00 acres, in the both the Old Town North and Old Town Small Area Plans

Description:

Townhouse development across 16 buildings located in close proximity to the Potomac River and Old Town's King St

Existing Units: 111 Mod Rehab units

36 one-bedroom units

51 two-bedroom units

16 three-bedroom units

8 four-bedroom units

The ARHA Board of Commissioners may, at its sole discretion, elect to:

- 1) Engage the Selected Developer(s) to submit a development proposal for one or more of the Tier One and/or Two potential sites;
- 2) Issue a future request for proposals from one or more Development Partners for one or more of the potential sites;
- 3) Remove, add and/or replace one or more sites from the list of potential Tier 1 sites.

NOTE: In the event that ARHA seeks a development partner with a specialized background that is not found among the selected development partners, at its sole discretion ARHA reserves the right to issue future RFQ or RFP for any ARHA property.

1.6. Method of Solicitation

ARHA is soliciting qualification statements from firms with a documented record of accomplishment of developing public and affordable housing sites using the U.S. Department of Housing and Urban Development (HUD) mixed finance, mixed-income model and/or significant relevant experience with developing affordable housing. Development experience in Alexandria and/or in the DC metropolitan area is strongly encouraged. An evaluation committee coordinated by ARHA will review responses consistent with the criteria outlined in Part IV of this RFQ. From among the list of respondents meeting a minimum threshold, the ARHA CEO will provide to the ARHA Board of Commissioners a report of the evaluation process and a recommendation for the selection of one or more potential Development Partners. The ARHA Board of Commissioners, in whose sole discretion it is to accept or reject the evaluation panel or CEO's recommendations, will make final selection.

If an award is made through this solicitation, all team members identified and approved by ARHA will be considered pre-procured. Should the Development Partner choose to identify any major team members at a later date, the approval of ARHA's CEO, potentially in consultation with the Board, will be required. The Development Partner must ensure that their team complies with all local licensing, certification and contracting requirements, including those requirements for Architects and Engineers and property managers.

After selection of Development Partners, ARHA will assign a site and will request a proposal for such site. Thereafter, ARHA seeks to enter into a term sheet consistent with the above-referenced principles. Procured Development Partner must dedicate such resources as are required to ensure an expedited turnaround of such development plan and proposed term sheet. The development plan, at a minimum, must provide a massing study consistent with the area zoning plans and a draft Concept Plan for the site.

PART II – SCOPE OF SERVICES/ROLES AND RESPONSIBILITIES

2.1. Summary of Services

After selection, the procured Development Partner shall manage a full service team to prepare a Development Plan for the site, prepare a Concept Plan for the entitlement process, and otherwise prepare massing and other plans that will provide a firm understanding of the redevelopment of the entire site, including initial design concepts; structure the financing and implement such plans in component parts if required; manage the construction of the project including budget and schedule management, project closeout and compliance, tax credit compliance if required, and otherwise ensure a timely project to meet funding requirements; provide qualified property management services responsive to the needs/requirements of all funding entities and ARHA and that demonstrates familiarity with the process or issues related to the management of affordable multifamily properties; and identify the supportive services appropriate for the residents of each site.

The Development Partner will have primary responsibility for developing an economically feasible financing and implementation plan that incorporates a variety of funding sources such as Low Income Housing Tax Credits, Bond Financing, Federal Home Loan Bank, Permanent Debt, CDBG, HOME, Opportunity Zones incentives, Private Foundation Funds, HFA loan guarantees, and such other funding sources as may be available and appropriate. The Development Partner is expected to be experienced with the requirements of all financing programs it proposes to use.

ARHA seeks to create a Public Private Partnership with the procured team. As such, ARHA will strive to work with the Development Partner in a cooperative manner and to align our respective interests with regard to development program, financial return and social impacts. ARHA will commit such staff and resources to ensure the success of the project. It is ARHA's goal to participate financially in each phase of the project and to generate funds that will be used to preserve and expand affordable housing in the City of Alexandria for generations to come.

2.2. Role of ARHA

As ARHA looks to preserve and expand affordable housing in the City of Alexandria, ARHA wishes to maintain leadership, ownership and operation roles in each component of the development. ARHA will be an active participant in each phase of the development and within each component of the development program. Our goal is to enter into a Master Development Agreement with our partner that will serve as the basis for each component of the development project. In this way, ARHA and our procured partner will be able to revise the agreement based on changing conditions and programmatic needs.

As a partner in the development project, ARHA will participate in all aspects of the project, including preparation of documents, discussion with potential and selected investors and financial partners, meetings with contractors, consultants and stakeholders and selection of key team members. ARHA's share of the developer fee, cash flow, reimbursement of expenses, refinancing and other financial return of the property will be negotiated with the Development Partner. ARHA will have approval

rights to all contracts to be executed as part of the project.

General

- HUD Contact. ARHA will manage all communication with HUD, and the submission of program and evidentiary documents required to obtain HUD approvals, as required including, but not limited to, demolition and disposition and mixed finance approval. To the extent any such documents required for HUD approval are within the particular knowledge of the Development Partner, ARHA will expect the Development Partner to prepare such documents as ARHA may request.
- Land Owner. As applicable and negotiated for the financing of the project, it is anticipated that ARHA will retain title to the land currently owned by ARHA and will enter into a long-term ground lease with the Owner Entity. If it is shown that a land lease is not financially feasible for the project, ARHA may sell the land to the Owner Entity at no less than fair market value. ARHA reserves the right to engage third party financial consultants to assist in its determination of financial feasibility and fair market value. ARHA has sole discretion in these final determinations and how it chooses to proceed.
- Monitoring the Return of Residents. As part of the relocation of existing residents, ARHA is required to draft a re-occupancy plan with selection criteria. ARHA will provide this re-occupancy plan to the property management company. ARHA will monitor the re-occupancy of the development by returning residents to ensure the proposed unit mix will accommodate residents who have the right to return to each site. ARHA will also monitor compliance with applicable federal relocation regulations.

Pre-Development

- General. ARHA will be involved in the predevelopment process and review all project contracts, invoices and draws for approval.
- Investor Solicitation. ARHA will participate in the review and implementation of the financing plan coordinated by the Development Partner for the project including construction financing. ARHA will participate in the preparation of the equity investor solicitation, the list of potential investors and selection of tax credit syndicator. The Development Partner shall conduct the investor solicitation process in a form that ensures ARHA's full participation.
- Participation in site/unit designs. The Development Partner will prepare the Component Development Plan, Concept Plan, and Development Program with ARHA's participation. The Development Concept Plan for submission to the City of Alexandria Department of Planning & Zoning shall be approved by ARHA as well as subsequent revisions as may thereafter be required for approval. ARHA will be involved throughout the design processes to finalize the site plan, the building designs and floor plans. In addition, ARHA will review and participate in the finalization of the construction drawings and the specifications.

Financing

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- Funding for Leverage Purposes. With regard to the financing of the affordable units, ARHA will assist Development Partners to secure grants, loans, or other funds, and may not provide any guarantees. The Development Partner will be required to maximize the leveraging of any ARHA or City funds obtained by ARHA by securing private and other public funding, and to secure all funding for non-public housing units, as well as for supportive services deemed appropriate by ARHA. Prospective respondents should be aware that the amount of funds that ARHA has available to contribute to the redevelopment effort are limited.
- Pre-development Funding. ARHA may expend funds for pre-development expenses. Such funds or a proportionate share thereof, as agreed in the Development Agreement, may be reimbursable at closing as a project cost. Development Partner shall prepare a predevelopment budget for ARHA approval. ARHA, together with Development Partners, shall fund a portion of the predevelopment budget for all pre-approved third-party predevelopment costs. The use of all government funds secured by ARHA must comply with applicable regulations based on the source of the funds.
- Operating Subsidies. As appropriate, ARHA will enter into an ACC or HAP contract with the Ownership Entity to secure the operating subsidy for the deeply affordable units. ARHA will not make any other financial contributions toward the cost of operating the affordable units beyond the federal operating subsidies provided under the ACC or HAP contract. ARHA will also not provide operating guarantees for the project. In structuring the financing of the project, the Development Partner is required to provide such guarantees, if required by investors, from cash flow or other sources.

Development Partner Oversight

- Asset Manager. As required by HUD, ARHA may have asset management responsibilities related to the publicly subsidized housing units, as well as all other units in which ARHA or its affiliate has an ownership interest. ARHA will monitor and enforce the terms of its Lease and the Regulatory and Operating Agreement, if any, with the Development Partner and require that all housing units be managed in accordance with applicable local, state, and federal requirements.
- Monitor Development Partner's Compliance with Section 3. ARHA will monitor the Development Partner's plans and efforts for implementing Section 3 goals and objectives. Section 3 requirements include not only resident employment but also contracting with Section 3 business entities.
- Monitor Development Partner's Compliance Davis/Bacon Wage Requirements. To the extent required, ARHA will monitor the Development Partner's compliance with Davis/Bacon Wage Requirements and reporting.

Contract Administration

ARHA will monitor the construction process from bidding to contract closeout. ARHA will attend all construction meetings, review, and approve all construction draws, change orders, and budget amendments.

Public Private Partnership

ARHA will staff and manage a meeting of the principals of the Development Partner and ARHA officials. The Partner's meeting will be held at regular intervals, but not less than quarterly. The goal of these meetings is to jointly monitor development progress, reach consensus on Owner-Partner issues (as further defined in the Development Agreement as major decisions), monitor the financial condition of the project, and otherwise to ensure the timely delivery of the project within agreed upon budgets.

2.3. Role of Development Partner

Throughout the development effort, including each component phase, the Development Partner will work closely with all stakeholders, including ARHA staff, ARHA residents, the surrounding community stakeholders, ARHA-retained third-party consultants, the appropriate city and state agencies, and others as the project may require. The Development Partner will be responsible for ensuring that the Development Plan is approved, financed and implemented in a timely manner.

General

- Oversee and Implement Development Plans. Provide the necessary staffing, expertise, supervision and guarantees to implement all aspects of the development as expeditiously as required by the Development Agreement.
- Hire and Manage Consultants and Contractors Necessary for Planning and Implementation. Procure and manage third-party consultants and/or contractors to ensure timely completion of a Development Plan, the Development Concept and schematics as may be required by the City's zoning laws (including Concept Plan approval) to obtain all entitlement approval and permits. Procure, if not part of the development team, land use counsel to assist with entitlements and city approval. ARHA and Development Partner will develop a predevelopment budget. Third-party consultants hired by either partner may not be considered a project cost unless approved by both parties. Prepare solicitations and applications for funding of the affordable units and the market rate units as required. Coordinate all tasks necessary for all financing applications, finalization of the development plans, and all implementation tasks. At a minimum, the Development Partner will procure, oversee and manage all consultants appropriate as necessary to complete funding applications, master planning, architectural, environmental review, market analysis, geo-technical studies, civil, mechanical and electrical engineering, and any other activities deemed necessary to effectively complete the project. Respondents are strongly encouraged to demonstrate participation on their team, whether by joint-venture arrangements or otherwise, of local expertise in areas of relevance to the planning and development process, including permitting, design and construction matters.
- Maintain Effective Communication. The Development Partner will establish a regular schedule of team staff meetings, in which ARHA staff will participate. Moreover, the Development Partner will be responsible for submitting monthly progress reports to ARHA in such formats and media

as it might direct, on the project status and schedule, including but not limited to design, permits, financing, resident coordination, etc. In addition, the Development Partner shall prepare and manage such electronic communication to share with ARHA residents and others on the progress of the project planning and implementation. This electronic communication will also be posted on ARHA's website.

- Develop and Maintain Quality Control Measures. The Development Partner is responsible for ensuring the Project is constructed and managed with the highest quality materials and workmanship. The Development Partner will be required to implement quality assurance and control measures to ensure effective performance by all parties in all aspects of the program.
- Develop and Maintain a Detailed Development Schedule and Critical Path Schedule. Prepare and maintain a detailed schedule of events, predicated on financing deadlines, that includes pre-development activities, construction start, project stabilization and permanent loan close. Develop a Critical Path Schedule for all phases of construction, and lease-up and stabilization.
- Foster Resident Involvement in Project Implementation. Facilitate and foster the involvement of ARHA and other neighborhood residents in the design and implementation of the development plans. In cooperation with ARHA, keep residents informed of the status of the revitalization, assist in providing job opportunities for low-income residents during and after implementation, and assist/encourage resident businesses through job fairs, small business workshops and other such events.
- Responsive to Local Community, Neighborhood, and Governmental Interests. Promote and maintain good relations with community and neighborhood groups, and federal, state and local government staff and officials and provide information about the project, as requested by ARHA.
- Compliance with Laws and Regulations. Comply with all applicable Federal, State and City laws, rules and regulations applying to the activities required by the Development Agreement.
- DBE/WBE Opportunities. The Development Partner will take all necessary affirmative steps to ensure that disadvantaged, minority and women-owned business enterprises are used to the greatest extent feasible in compliance with federal, local and ARHA policy. ARHA's goal is that the selected Development Partner will meet or exceed 20 percent of the total value of all contracts and subcontracts awarded to qualified MBE/ /DBE firms, and 5 percent of the total value of all contracts and subcontracts awarded to qualified woman owned firms. The selected Development Partner shall have a viable program in place to assure the goals are met or exceeded. A quarterly report to ARHA is required by the Development Partner to accurately demonstrate the level of effort and compliance.
- Section 3. The Development Partner will be expected to develop a strategy for ARHA approval, to foster Section 3 employment, training and contracting opportunities throughout the redevelopment process that are consistent with the requirements of 24 CFR Part 135. ARHA is committed to ensuring that all contractors and any tier subcontractors that provide services on ARHA-sponsored projects shall take all necessary and reasonable steps to provide meaningful, full-time, permanent employment and training to Section 3 qualified persons. The Section 3

employment goal is 30-percent of all new hires. Further, all contractors and any tier subcontractors that are awarded a contract in excess of \$100,000 for work generated on ARHA-sponsored projects. The Section 3 contracting goal is 10 percent value for construction contracts and 3% of value for non-construction contracts. The selected Development Partner shall have a viable program in place to assure the goals are met and/or exceeded. A quarterly report to ARHA is required by the Development Partner to accurately demonstrate the level of effort and compliance.

- Local Contracting. The Development Partner shall undertake reasonable efforts to involve qualified local consultants and contractors in the development program. For this purpose, “local” means firms located in the Commonwealth of Virginia, the District of Columbia or Maryland. It is important to note that the architect of record and engineers must be licensed to do work in Virginia and must be included in the Respondent’s Statement of Qualifications in response to this RFQ. ARHA retains the final review and approval of all architects selected for any of the properties.

Pre-Development

- Prepare Site Plan- Obtain Approval of Concept Plan – In consultation with the ARHA, ARHA residents, the surrounding neighborhood, City of Alexandria, and other interested stakeholders, prepare a development plan and Concept Plan consistent with ARHA’s program goals, small area plans and acceptable to ARHA and approved by the appropriate City agency. The plan will include massing, streetscape, initial site design, phasing, and initial financing plans.
- Prepare Feasibility Assessments, Market Analyses and Appraisals - In order to finalize the overall development of the site, prepare such feasibility assessments, market studies and appraisals as necessary to confirm the respective development approach. The Development Partner will also be responsible for any additional market analyses and appraisals to develop and obtain financing for each redevelopment phase.
- Assist ARHA in obtaining HUD demolition approval – The selected Development Partner shall assist ARHA with any demolition applications, as necessary.
- Grant Writing and Related Funding Assistance – The Development Partner shall assist ARHA prepare funding applications including, but not limited to 4% and 9% LIHTC and FHA funding sources. The Development Partner will also submit other funding applications to finance the projects as required. In addition, the Development Partner will prepare solicitation documents for tax credit syndicators.
- Obtain Environmental Clearances - In collaboration with ARHA, procure the necessary consultants to obtain environmental clearances as required by HUD.
- Plans and Specifications - The Development Partner will prepare all necessary infrastructure and building plans and specifications that comply with the requirements of all permitting and regulatory entities, which documents and designs will be subject to the ARHA review and approval.

Financing

- Produce an Overall Financing Plan - Produce an economically feasible financing plan for the overall development of the site. The overall financing plan will be developed in conjunction with the master development plan and market analysis. The financing plan must show how public funds will be leveraged to the greatest extent possible.
- Prepare the Mixed-Finance Proposal/HUD Rental Term Sheet – If required, the Development Partner shall assist ARHA in the preparation of the HUD documents required for HUD mixed finance approval. Such documents shall be provided for each phase to fully implement the master plan. ARHA shall submit all necessary mixed-finance proposals to HUD for review, shall prepare the evidentiary documents for which it is responsible, and shall make all submissions to HUD.
- Financing Application(s) - In accordance with the Development Agreement, the Development Partner will be required to pursue diligently and use best efforts to obtain all financing necessary to implement the development plans in a timely fashion, which may include, but not be limited to: tax credits; tax-exempt bonds; federal, state and local funds; and private debt.
- Maximize the Leveraging of Public and Private Resources - Maximize the leveraging of public and private resources by pursuing all reasonable sources of financing and utilizing a variety of partners and partnerships. Take full responsibility for securing all financing sources in a timely fashion. Coordinate discussion and negotiations with financial institutions and private partners. All financing terms are subject to review and approval by ARHA. In the case of any identity of interest between the Development Partner and any lender, syndicator or other financing partner, the Development Partner must demonstrate how the proposed terms are most favorable to other terms available in the market.
- Obtain Equity Investment - Using an open and competitive process, obtain equity financing commitment on the best terms currently available as required by the Development Agreement and subject to ARHA's approval. ARHA will participate in the development of the solicitation documents for investors, review of the letters of interest received and the analysis of all responses.
- Guarantees - In accordance with the Development Agreement, provide all guarantees required for the successful financing of the development plan, including but not limited to completion guarantees, environmental guarantees, operating deficit guarantees, and tax credit adjuster or recapture guarantees. ARHA will require that the Development Partner demonstrate financial ability to honor the guarantees and indicate how they intend to honor the guarantees if necessary.
- Operating Feasibility – Prepare a 15-year operation pro forma that will demonstrate a financially feasible project after construction completion. Structure such reserves and other devices as required by the project financing as will reasonably guarantee the long-term operating feasibility of the Project. Note: The City required preparation of 40 year operating pro forma.
- Accounting/Financing - Maintain accounting records and ensure Project financing is available at the appropriate times and utilized in the appropriate manner. These accounting records will provide the base for completing all project closeout and certifications required by regulatory agencies and the financing agencies if necessary.

Construction

- Hire Qualified General Contractors and Oversee Construction Activities – If not part of the procured development team, the Development Partner will implement a competitive process for selecting the most qualified General Contractor. During construction, the Development Partner shall provide oversight, and management of construction activities to ensure the expeditious implementation of construction activities. The construction management function provided by the Development Partner shall be in addition to any staff provided by ARHA or investor representatives.
- Facilitate Necessary Site Improvements - Pursuant to the Agreement, the Development Partner shall initiate and complete site work and infrastructure construction in collaboration with ARHA. If public infrastructure work is required by the City, the Development Partner shall include the supervision of this work within its scope.
- Construction Closeout – If required by the financing vehicle, Development Partner shall prepare and submit the final accounting and financial closeout of the project.

Ownership and Asset Management

- Ownership Entity – As agreed to by ARHA, an ownership entity shall be created at project commencement. This entity will be owned as agreed to in the organizing documents. ARHA seeks a long-term ownership participation in the market rate and affordable units. The ARHA land, to the greatest extent financially feasible, will be provided to the ownership entity through a long-term ground lease.
- Ensure the Short- and Long-Term Viability of the Redeveloped Projects – The Development Partner shall develop and implement marketing, re-occupancy, asset and property management plans that will ensure the short- and long-term viability of each component.
- Select and Oversee a Property Management Firm for the Rental Units – If not part of the procured team, the Development Partner shall procure a property manager firm that meets lender and/or investor qualifications and is committed to building the capacity of ARHA to assume future management responsibility for the mixed-finance units.
- Market and Lease-up the Rental Units - The Development Partner shall create and implement a marketing and lease-up strategy for the rental units to ensure that stabilized occupancy is achieved in compliance with all applicable financing and land use agreements. Such a strategy will accommodate the existing residents of ARHA properties.

PART III – SUBMISSION REQUIREMENTS

Respondents shall provide one (1) original and five (5) copies of their Statement of Qualifications (“SOQ”) to include the information described in this Part and in the order as outlined below. Submit using three ring binders on 8.5 x 11 paper. Include only one (1) copy of the financial statements in a separate envelope marked ***Financial - Confidential***. Include one (1) flash drive of the entire submission in electronic file format (please note financial statements should not be included on the flash drive). These items should be delivered by April 17, 2020, 3:00 p.m. in a sealed package clearly marked “Development Partner Qualifications for ARHA” to:

Alexandria Redevelopment & Housing Authority Procurement Division
401 Wythe Street, Second Floor
Alexandria, Virginia 22314
Attn: Mohammad Muhsen and Mike Angel

Solicitation, Attachment and Addendums can be found:

<https://ha.internationaleprocurement.com>

3.1 Cover Letter

Respondents should provide a short cover letter that includes the following:

- a. Summary of key information about the firm and its qualifications.
- b. Identify whether the Respondent is interested in providing the services described for one or more of the Tier One and/or Tier Two Properties and identify which site in order of preference.
- c. Contact information for the primary contact person, including email and phone number.
- d. Signature provided by an authorized principal of the Development Partner’s firm. In order to constitute proper execution, the Statement of Qualifications (SOQ) shall be in strict compliance with the following:
 1. Partnerships: SOQs submitted by a partnership shall be signed on the partnership's behalf by at least one (1) general partner or by an authorized representative of the partnership. If the SOQ is signed by an authorized representative, a power of attorney, dated and executed by all partners of the Respondent, shall be attached to the SOQ as evidence of the representative's authority to sign the SOQ and to bind the Respondent thereto.
 2. Corporations: SOQs submitted by corporations shall state the correct name of the corporation and must be signed by an authorized officer, whose authority to bind the

corporation must be evidenced by the corresponding corporate resolution. The title or position occupied by the corporate officer executing the SOQ shall appear below the signature.

3. Joint Venture: SOQs submitted by a joint venture shall be signed by all members of the joint venture. If the SOQ is signed by only one (1) member of the joint venture entity, the SOQ shall be accompanied with a copy of the joint venture agreement evidencing that the SOQ is signed by a member with authority to bind the joint venture. The joint venture agreement shall have been requested prior to the date of submission of the SOQ hereunder.

3.2 Development Partner and Team Description

Provide information on the Development Partner and its Development Team, including the following:

- a. Contact person, title, telephone numbers and e-mail address.
- b. Name of Development Partner, main address, telephone and e-mail address.
- c. Description of the firm's capacity and proposed role in the Development team.
- d. For each team member, a list of projects currently in progress and expected conclusion date.
- e. Provide an organizational chart of the development team. Identify the name of each individual, the organization they work for, and their role in the project.
- f. Indicate whether the Development Partner or any team member has ever been terminated from a contract, and if so, describe the circumstances and outcome. List and explain an instance of debarment of any team member by any governmental entity.
- g. Indicate any Identity of Interest relationships between the Development Partner and any team member.
- h. Identify the respondent's pipeline of projects for the next 3-5 years
- i. Provide a description of steps taken by the respondent during any past economic downturn or otherwise softening of the rental market on project over the last decade. Also, include a description of steps that the respondent will take in the event that the project were to be part of a "housing bubble" implosion.

3.3 Development Partner and Team Experience

Provide an overview of the Development Partner and each Development Team member's

experience in the development of projects similar to what is requested in this solicitation. Indicate those projects where the development partner principals have participated. Include the following information for the last five (5) years for the Development Partner and each Team Member, as applicable:

- a. List of mixed finance affordable rental housing projects detailing: client name; units/mix; total cost and cost per unit; sources of financing; investor name and equity raised; start and completion dates. Provide contact information for a reference from each project.
- b. Provide a one (1) page (maximum) project profile for up to five (5) of the projects listed in (a) above, including links to websites featuring the projects
- c. Provide a description of each Development Team Member's prior experience working with the Development Partner.

ARHA seeks to ensure diversity among and within its procured Development Partner(s). For non-minority owned developers, provide the below-indicated information and the percentage of equity participation for each minority owned partner:

- a. Contact information for the minority owned firm, including key staff and board president if a corporation;
- b. List of mixed finance affordable housing projects involved in within the last five years including, role performed, equity participation, expertise brought to development team (if in partner with another firm or firms), and project location, unit mix, total cost and cost per unit, sources of financing, and start and completion dates.
- c. Provide a description of the role that the minority partner will provide to the Development Team.
- d. Provide a description of prior experience, if any, working with the Development Partner.

3.4 Key Staff Experience

Provide profiles of Key Staff of the Respondent and each key Team Member that would be providing services. Please provide an Organizational chart showing the interaction between the various team members and key Development Partner personnel assigned to this project.

3.5 Key Business Terms

- a. Describe any fees or other charges, other than the Developer Fee, that the Respondent would expect to be paid to itself or any affiliate during predevelopment, development or operations.

- b. Provide a description of the type and amount of contributions, including Deferred Developer Fee and other grants, the Respondent would provide and/or assist to obtain for the project to help to leverage the funding provided by ARHA.
- c. Provide a percentage range of total Pre-Development expenses the Respondent has been reimbursed by past projects.
- d. Provide the percentage Respondent anticipates to provide to ARHA of the ownership entity including fees, cash flow, refinance proceeds and equity. Provide a description of the ownership entity structure.
- e. Provide a detailed listing of anticipated consultant expenses to be paid from Developer Fee and those that will be a project expense.
- f. Discuss how the Development Partner would structure capitalized land lease payments into the development financing plan and show the source of payments and timing on a multi-component project.

3.6 Methodology

- a. Provide a list, in rank order, of above Tier One and Tier Two properties that the responder wishes to be considered if selected.
- b. Provide a high-level description of a sample phase of a mixed-finance development at one of the Tier One Properties identified in Part I of this RFQ. Include an estimated number of units; bedroom mix; income mix; preferred building type; a sample pre-development budget; a sample development budget. This description is solely for evaluation purposes and will not be used to determine which property to award to a procured Development Partner. The description shall also provide an outline of the risks associated with a multi-component project and how the Development Partner will mitigate the impact of such risks.
- c. Provide an estimated critical path schedule of the steps the Development Partner will take to complete the predevelopment activities necessary to reach a financial closing for the sample phase outlined above.
- d. Provide a description of the Respondent's plans for staffing and managing the work from pre-development through financial closing.
- e. Provide a narrative of the predevelopment and entitlement phases and a description of obstacles that can be encountered and how the Development Partner will address those issues.

Note: The above information will be reviewed solely as a concept to evaluate applicants. The selected Development Partner will not be held to the above outlined concepts. ARHA is primarily interested in evaluating the method of approaching a specific site, its context within the neighborhood and city, an understanding of the financing atmosphere now and into the future, and description of potential problems and how they will be mitigated. We do not require the respondent to submit final master plans, submit

extensive A&E plans or other documents. This is solely an exercise to evaluate the respondent's method for approaching one of the projected development sites.

3.7 Financial Capacity and References

Demonstrate financial capacity to complete the project, including component phases, and how guarantees will be provided. To demonstrate this, please submit, at a minimum, the following:

- a. Attach three years of the firm's most recent audited **financial statements** from each member of the Development Partner's team who will be providing any guarantees in connection with the development and operation of the project. The financial statements must include the most current year for which audited or CPA prepared financial statements are available. The statements must include an Income Statement as well as a Balance Sheet showing assets, liabilities and net worth of the entity. Financial statements shall be placed in a separate sealed envelope marked "*Confidential*."
- b. Provide a statement indicating how the Development Partner will honor all financial guarantees, should the need arise.
- c. Provide a minimum of four (4) references for the Development Partner. References must be relevant to the scope of work as anticipated in this RFQ.
- d. Respondents must demonstrate a minimum net worth equivalent to 10% of the development cost of each component, as evidenced in their submitted financial statements. This net worth may be provided by a parent organization, affiliate, or third-party guarantor. Developers should also demonstrate liquidity equal to 5% of development costs.
- e. Developers must submit letters from one or more nationally or regionally recognized lender(s) and investor(s) demonstrating their willingness to accept the applicant's guarantees, net worth, and liquidity as a basis for lending and/or investing. Such letters shall indicate if a financial institution has funded Respondent's past projects.

3.8 Section 3 and MBE/WBE Participation Plan

The response must include a Section 3 and MBE/WBE Plan that outlines the methods your team will utilize to assure significant employment of residents of ARHA and other individuals eligible as Section 3 participants. The response must indicate that the Development Partner will require all contractors and subcontractors to utilize appropriate apprenticeship programs when available as a means to meet the Section 3 employment goals. Identify the extent to which MBE/WBE/Section 3 businesses are included in the development team and steps to be taken to increase the number of Section 3 firms in each phase of the team. Describe prior development experience utilizing MBE/WBE/Section 3 and local businesses in sufficient detail to reveal the team's record of accomplishment and allow an assessment of the level and quality of effort. A detailed Section 3 Plan will be prepared as part of the Master Development Agreement.

Respondent must provide sufficient information, including performance on past deals, to demonstrate to the evaluation committee how minority and women owned businesses were included in each phase of the projected development project.

3.9 Required Forms

Respondents must include in their proposals the following signed and properly executed and/or notarized documents:

Attachment – A	HUD Form 5369-B Instructions to Offerors Non-Construction
Attachment – B	Non-Collusive Affidavit
Attachment – C	Certifications and Representations of Offerors Non-Construction Contracts HUD Form 9369-C
Attachment – D	HUD 92010 Equal Employment Opportunity Certification
Attachment – E	HUD 51915 – Model Form of Agreement
Attachment – F	HUD 51915-A – Contract Provisions

PART IV – RFQ PROCEDURES

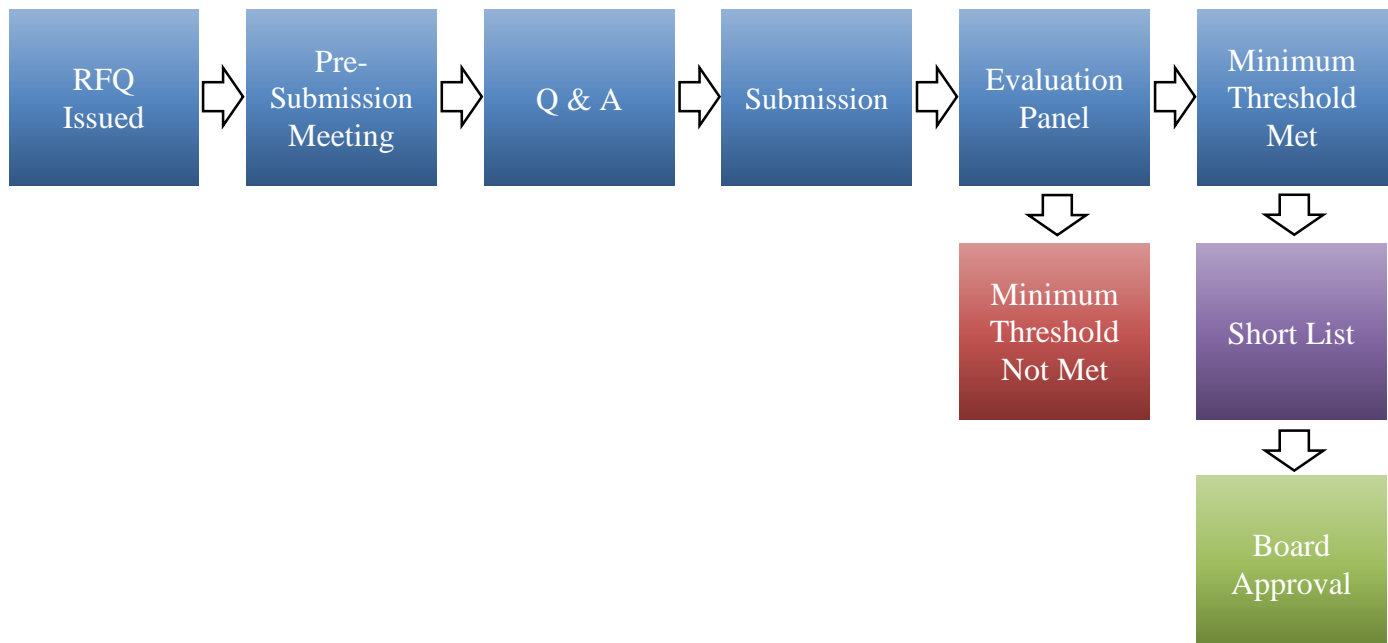
4.1 Schedule

A summary schedule of major activities as associated with this RFQ is presented in **Table 1** below. The dates, times, and activities are subject to change and may be revised through the issuance of Addenda by the ARHA.

Table 1: RFQ Schedule

Event	Time and Date
Notice	February 25, 2020
Pre-Submission Meeting	March 11 at 10:00 am EST
Submission of Questions Deadline	March 13 at 5:00 pm EST
Responses to Questions Deadline	March 27 at 5:00 pm EST
Qualification Due on or before	April 17 at 2:00 pm EST
Tentative Board of Commissioners Selection	June 22, 2020

Figure 1: RFQ Process



4.2 Amendments to the RFQ Package

Any revisions or amendments to this RFQ will be issued in writing via Addenda, which shall be sent by e-mail and posted on the ARHA website. It is the responsibility of the Respondent to ensure that it has received copies of any addenda prior to the RFQ submission. Notwithstanding any information that may be contained in this Solicitation and amendments thereto, Respondents are responsible for obtaining all information required thus enabling them to submit complete and accurate responses. Respondents should submit to the ARHA Chief Procurement Officer an email with the appropriate email for receiving all Addenda.

4.3 Cancellation of RFQ

ARHA reserves the right to cancel this RFQ or to reject, in whole or in part, any and all submissions received in response to this RFQ upon its determination to be in the best interest of ARHA. ARHA further reserves the right to waive any minor informality in any submissions received, if it is in the public interest. The decision as to who shall receive a contract award, or whether or not an award shall be made because of this RFQ, shall be at ARHA's sole discretion.

4.4 Threshold Criteria

Submissions will first be evaluated for completeness and for compliance with the threshold requirements described below. Incomplete submissions will not be evaluated. Responses must meet the following threshold criteria to the satisfaction of ARHA:

- **Complete Applications.** Respondents must submit all required submittals to this RFP. If any material information required by this RFP is not submitted, the Proposal will not be accepted or may later be deemed unresponsive. ARHA reserves the right to reject incomplete or late Proposals.
- **Relevant Experience.** Demonstrated experience developing affordable housing involving HUD-subsidized units including public housing, Section 8, and/or Rental Assistance Demonstration ("RAD"), including a minimum of 100 subsidized units or \$40 million in completed total development costs associated with subsidized units.
- **Net Worth and Liquidity.** As more fully described above, respondent must demonstrate the ability to provide guarantees or have the means to provide all guarantees required for any of the Tier I or Tier II properties.

4.5 Qualifications Evaluation/Contract Award

Qualifications that meet or exceed the threshold criteria in 4.4 may be evaluated using a two-stage evaluation process.

During Stage I of the evaluation process, qualifications will be evaluated and scored by an ARHA-appointed Evaluation Committee. Scoring will be based on the Evaluation Criteria contained in Section 4.6 of this solicitation and a due diligence review, including reference checks. Respondents may be requested to supply additional information to assist in completing Stage I reviews. The results of the Stage I review will be used to provide a list of minimally qualified respondents. The ARHA CEO will evaluate these Respondents.

Stage II evaluation may be conducted, at ARHA's sole discretion, upon completion of Stage I evaluations and may entail presentation/interviews or other discussions with the Respondents in the initial competitive range. Respondents not included in the initial competitive range will not be included in Stage II of the evaluation process. The purpose of the presentations/interviews or other discussions is to provide the Evaluation Committee an opportunity to pose questions emanating from their review of the written responses and obtain clarifications. If ARHA determines Stage II evaluations will not be required, the initial competitive range will be the final competitive range to be presented to the ARHA Board of Commissioners for final selection and approval of the awarded entity or entities.

After Board approval, ARHA may select one or more Respondents from the final competitive range to proceed to contract negotiations. If ARHA is unable to reach a Development Agreement with any of the selected Respondents, ARHA will negotiate with others Respondents on the competitive list of respondents or may terminate and re-solicit Qualification statements at a later date. ARHA reserves the right to award the development of one or more projects to any of the Respondents in the competitive range. ARHA will determine the order of the selection, negotiation and award process. ARHA also reserves the right to make multiple awards through this solicitation process.

The purpose of this RFQ is to select Respondents that will provide the most favorable benefits for ARHA. Accordingly, ARHA has the right and flexibility to select and negotiate with the entities that ARHA deems in its sole discretion will be the most advantageous to developing a financially feasible development that maximizes the number of affordable housing units in the redeveloped site.

ARHA reserves the right to produce a short-list of qualified responders to be selected for interview by the evaluation committee, ARHA development staff or the ARHA Board of Commissioners. Information gathered through these interviews will help inform the Board's deliberation on selection of one or multiple Development Partners.

Contract award and approval of the Development Agreement thereupon negotiated will be subject to approval of the ARHA Board of Commissioners.

4.6 Evaluation Criteria

Each submission will be evaluated based on its responsiveness to this RFQ, and in accordance with the Evaluation Criteria contained in the following table:

<i>Evaluation Factors</i>	<i>Points</i>
Team Experience The degree to which the Respondent's Team demonstrates: <ul style="list-style-type: none"> • Successful experience in the planning, redevelopment, construction and management of mixed-finance, mixed-used, mixed-income development projects of comparable size and complexity, and that include market, tax credit, and project based subsidized units; • Successful experience developing affordable housing in the District, Maryland and Virginia generally, and in specific, the City of Alexandria; • Percentage minority equity participation in Development Team; • Cohesion of the team, as demonstrated by previous experience working together; • Prior experience with sustainable building methods including energy efficiency, material choices, indoor environmental quality, and innovative design ideas; • The degree to which the team demonstrates successful experience with ownership and property management of mixed-finance, mixed-income rental developments of similar size, either directly or through supervision of property management; • Evidence of successfully applying and receiving tax credit awards; 	25
Key Staff Experience Degree to which Respondent demonstrates that assigned staff of the Development Partner and members of its Team have significant successful experience in their respective disciplines as required for the planning, development and operation of mixed-finance developments of comparable size and complexity.	15
Key Business Terms Degree to which the Respondent's proposed Key Business Terms provide the best value for ARHA and represent a willingness of the Respondent to contribute towards the success and viability of the project.	20
Methodology <ul style="list-style-type: none"> • The methodology provided by the Respondent indicates their knowledge of steps and timeframes necessary for implementing mixed-finance projects. • The methodology demonstrates capacity to successfully complete tax credit applications. • The methodology includes an approach that effectively uses public and private resources and provides the most beneficial terms for ARHA. 	10
Financial Capacity <ul style="list-style-type: none"> • Ability to obtain, structure, and implement financing for such projects. • Success in obtaining funding to incorporate practical and measurable green building design, construction, operations, and maintenance solutions. • The financial capacity (as Development Partner and provider of guarantees) as evidenced by financial statements, the firm's most recent audit and bank references, and the Development Partner's discussion of how it intends to honor all guarantees should the need arise. 	20
MBE/DBE/WBE/Section 3 Employment and Contracting Plan <ul style="list-style-type: none"> • Extent to which MBE/DBE/WBE/Section 3 businesses are included on the Development Partner's Team. • Level and quality of previous experience utilizing MBE/DBE/WBE/Section 3 businesses. • Degree to which the Development Partner's Team demonstrates its commitment to ensuring that ARHA's MBE/DBE/WBE/Section 3 goals are met and/or exceeded. 	10
Total Possible Points	100

PART V – GENERAL REQUIREMENTS

Corporate Standing Requirements

Respondents must show evidence of good standing and obtain the required approval to conduct business within the Commonwealth of Virginia. Failure to demonstrate compliance with this requirement may result in rejection of the RFQ without further consideration. (Exhibit 1)

Debarment List and other requirements

If any of the Respondent's principals, officers, directors or partners has been debarred, suspended or otherwise lawfully precluded from participating in any public procurement activity, in any jurisdiction, the Respondent shall disclose that information in its offer. Failure to provide such information or to complete the Limited Denial of Participation / Suspension or Debarment Status Certification (Exhibit 1), shall result in the rejection of the proposal. ARHA will corroborate this information.

Each Respondent's principals, officers, directors and partners must be in good standing with the Commonwealth of Virginia, the US Department of Housing and Urban Development, ARHA, and with any other Federal or local agency that has or had a contractual relationship with the Respondent or any of its principals, officers, directors and partners,

Licensing Requirements

Each Respondent interested in providing architectural or engineering services to the ARHA shall be registered to do business in the Commonwealth of Virginia.

Mandatory Disclosures

In addition, the Respondent must disclose the following:

- Actual, apparent and potential conflicts
- Ownership interests in other entities, including overlapping boards
- Identification of officers and directors of bidding entities
- Overlapping ownership interests or directorships in other companies.

Labor Laws and Regulations

Respondent shall comply with all applicable labor laws and regulations including, without limitation Fair Labor Laws, Equal Employment Opportunity Program requirements, Davis-Bacon, unemployment tax, worker's compensation and social security taxes.

Each Respondent also accepts all terms and conditions of this RFQ and any amendment thereof. The Respondent's SOQ and any additional information submitted by the Respondent, together with this RFQ and any addenda hereto, will serve as the basis for requesting a SOQ from a Qualified Respondent for consideration for award of an agreement at a later date.