

**REQUEST FOR QUALIFICATIONS FOR  
DEVELOPMENT PARTNER  
RFQ 2019 TAYLOR APARTMENTS**

**FOR DEVELOPMENT SERVICES RELATED TO  
SITE REVITALIZATION**

**TROY HOUSING AUTHORITY  
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RFQ Issue Date: May 17, 2019

Response Due Date: June 17, 2019; 2:00 p.m.

The Troy Housing Authority (THA) and Troy Local Development Corporation (TLDC), together referred to as the Development Team, are seeking responses from qualified Development Professionals to submit Qualifications as development partners for the redevelopment of mixed-income housing in the City of Troy. The project will involve the demolition and replacement of affordable housing and other facilities, utilizing mixed-financing and mixed-use methods, to create a modern/cohesive mix of workforce, affordable and market rate housing, commercial space and public amenities. Specifically, the Development Team is looking for a developer to redevelop the John P. Taylor Apartments site (Buildings 1, 2, 3 and 4; an existing community building and the grounds) in one or two phases so that it better integrates into the neighborhood. Key indicators determining the redevelopment project's success include: the way the project enhances and attracts new amenities to the area; how the site improves a major gateway into the city; and how a reorganization of the structures helps reconnect Downtown Troy to the Riverside Neighborhood. The Development Team is interested in plans that include demolishing Buildings 1 & 2 (currently vacant), redesigning the entire site, and constructing modern, mixed-use/mixed-income housing that can accommodate the relocation of units in Buildings 3&4. The redevelopment should include:

- accommodations for special needs populations (disabled, elderly, etc.),
- market rate and workforce housing,
- commercial or retail space,
- public parking,
- infrastructure and design oriented around public transportation (TOD development), including:
  - consideration of planned Bus Rapid Transit routes, and
  - how the site can be designed to integrate the planned redesign of the Congress Street Bridge and its ramps..

The Development Team reserves the right to cancel this RFQ, or to reject, in whole or in part, any and all responses received in response to this RFQ, upon its sole determination that such cancellation or rejection is in the best interest of THA and TLDC. Troy Housing Authority and Troy Local Development Corporation are Equal Opportunity Employers and do not discriminate on the basis of race, color, national origin, sex, religion, age, disability, or familial status in employment or the provision of services. The Development Team solicits and encourages the participation of minorities and small businesses in procurement.

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## **TROY HOUSING AUTHORITY REQUEST FOR QUALIFICATIONS (RFQ) FOR A DEVELOPMENT PARTNER TO ASSIST WITH IMPLEMENTATION OF REDEVELOPMENT PLAN**

### **PART 1-GENERAL INFORMATION**

#### **1.1 STATEMENT OF PURPOSE**

The purpose of this RFQ is to select a Development Partner to perform certain services related to the implementation of a Redevelopment Plan for new, mixed- income housing. The Development Partner selected under this RFQ will be expected to execute a Development Agreement with THA and TLDC formalizing the specific contractual responsibilities to assist the Development Team with implementation of the Redevelopment Plan.

The Development Team anticipates a mixed-finance funding program will be developed and utilized for the redevelopment of existing Low Income Housing. The expected scope of work includes:

- Review of the proposed site (Taylor Apartments, all buildings and grounds),
- Demolition,
- Site planning & location of suitable replacement building sites,
- Design of new, mixed-use buildings, public space and parking,
- Replacement of rental apartment units,
- Replacement of interior and exterior common spaces,
- Replacement of exterior buildings to enhance visible features, and
- Accommodations for special needs populations (disabled, elderly, etc.).

The Development Team seeks a Development Partner with demonstrated and successful experience in the mixed-finance, mixed use development of mixed-income housing, or programs of similar magnitude and complexity. It is expected that RFQ respondents will have a full understanding of the underlying principles of mixed-finance development for families and senior citizens and the development of public spaces and amenities in close proximity to an attractive waterfront. . The Development Team will enter into negotiations with the highest-ranking respondent, which may result in the execution of a Development Agreement between the THA, TLDC and the selected Developer Partner that spells out the specific responsibilities of the Developer Partner and Development Team. Depending on the results of those negotiations, the selected Developer Partner will provide services either as a “Turnkey” Developer Partner or as a co-developer with THA, TLDC, or an affiliated entity. If such negotiations are not satisfactory to the Development Team, the Development Team reserves the right to begin negotiating with the next highest ranked respondent(s) until a satisfactory agreement is reached.

#### **1.2 THE DEVELOPMENT TEAM**

The Troy Housing Authority (THA), created in 1944, owns and manages approximately 1,110 apartments that were recently converted from HUD-subsidized conventional public housing units to Project Based Vouchers under the HUD Rental Assistance Demonstration (RAD) Program (112 of these units at Martin Luther King Apartments are in the midst of renovations using Low Income Housing Tax Credits). The Troy Housing Authority also manages 135 apartments that were renovated using Low Income Housing Tax Credits and also receive Project Based Vouchers (Kennedy Towers) The Troy Housing Authority is also the administrator of approximately 800 Section 8 tenant based vouchers (28 of these are Project Based at Tapestry on the Hudson). THA is governed by a 7 member Board of Commissioners; five are appointed by the Mayor of the City of Troy and two are elected by the residents. The Executive Director is appointed by the Board of Commissioners.

The Troy Local Development Corporation (TLDC), a private not for profit corporation, was established in 1987 for the purposes of construction, acquiring, rehabilitating and improving buildings or sites in the City of Troy. As a private 501(c)(3) that works closely with the City of Troy (City), Troy Industrial Development Authority (IDA) and Capital Resource Corporation (CRC), the TLDC has numerous financing tools at its disposal to assist in public/private development projects aimed at fostering employment opportunities, business retention and attraction and quality of life improvements throughout the City of Troy. The TLDC has the authority to acquire real or personal property by purchase or lease, borrow funds, provide financial assistance, and issue negotiable bonds, notes and other obligations. The TLDC also serves as a liaison with federal, state, and other local authorities with respect to disseminating information, applying for available funding awards and financing programs, and providing technical assistance. The Board of Directors is comprised of the Chairperson, a Troy-based entrepreneur and downtown business owner, the City's Commissioner of Planning and Economic Development, the City's Deputy Mayor, a City Council Representative and two representatives from the fields of industry, business or labor, appointed by the Mayor.

### **1.3 REDEVELOPMENT**

#### **The Residential Buildings**

The current plight of Taylor 1 & 2 **must** be addressed during the revitalization. The Troy Housing Authority vacated these two buildings in 2006 because the buildings were no longer suited to the families living there. In March of 2010 the Troy Housing Authority received permission from the U. S. Department of Housing and Urban Development (HUD) to demolish the apartments and buildings known as 1 and 2 of the Taylor Apartments. The Troy Housing Authority will submit the required Disposition application to HUD allowing the transfer of the Property to the selected Development Partner pursuant to a Land Development Agreement ("LDA") that includes: (i) a general description of the proposed project; (ii) the respective roles of the THA, TLDC and Developer with respect to public and private aspects of the project; (iii) the general funding sources for the project and overall plan for finance and ownership of same; (iv) an exclusive option in favor of the developer to acquire the land for purposes of undertaking the project, such option to provide a defined development term and contain express contingencies and performance measures to be satisfied by the developer (the "contingencies"); (v) the purchase price or other consideration to be paid for the land; and (vi) other terms and conditions as may be required in connection with deployment of the project.

THA and TLDC are amenable to negotiating a broad spectrum of ownership and finance structures for the project to accommodate the ownership and finance of the public spaces to be retained for the benefit of the City, which may include condominium structure(s), long-term leasing, and/or the disposition of air rights. The resultant structure may include disposition of all or portions of the subject parcel, which in all events will entail the reservation of certain designated public parking and open space amenities. In order to exercise the Option to be granted under the LDA, the developer will be required to satisfy certain Contingencies, including (i) completion of project design and permitting, including completed review under SEQRA, (ii) securing firm financing commitments to undertake the project, (iii) securing all state and local public financial incentives; and (iv) binding all necessary construction contracts and agreements to facilitate the developer's aspects of the project.

The selected developer may utilize one or more special purpose entities (SPEs) to undertake the project and serve as a counter-party to the LDA, however THA and TLDC will require the identification of all equity owners of the developer and/or development team and reserves the right to vet and require equity owners to serve as guarantors of performance under the LDA and any related agreements. Selected development teams should be prepared to provide detailed project pro-formas and financials to demonstrate track record and the THA and TLDC will require selected developer certificates and agreements to be certified and delivered in connection with execution of an LDA.

THA and TLDC invite interested developers to propose any and all transaction structures that achieve the shared goals of developing the site to its highest and best use, effective and sustainable provision of safe and

affordable housing, maintaining consistency with the City’s Comprehensive Plan, establishing public parking and public spaces, along with the developers goals and visions of establishing an intelligently planned and accretive asset. THA and TLDC expect and fully anticipate proposals that may include, but not be limited to: (i) joint development and finance of the public and private aspects of the project, with a condominium structure establishing respective ownership rights and responsibilities; (ii) sale of portions of the land through THA with reserved leasehold and/or easement interests vested in TLDC and/or the City to allow private sector finance and construction of the entire project on an design-build basis or otherwise.; and/or (iii) a blended development structure incorporating elements of (i) and (ii) above. THA and TLDC will work with the Selected Developer to establish a critical path for all public approvals and procedures necessary to achieve project deployment.

The Troy Housing Authority has as many of the 139 Annual Contribution Contract (ACC) units available which **may** be used for operating subsidy for affordable replacement apartments created as part of this redevelopment. The most recent unit configuration of Buildings 1 and 2 was as follows:

# of Units	# of Bedrooms
17	1
75	2
46	3
1	4

Taylor Apartments Buildings 3 and 4 were recently converted from HUD-subsidized conventional public housing units to Project Based Vouchers under the HUD Rental Assistance Demonstration (RAD) Program. An extensive rehabilitation of Building 3 was completed in 2006 and a less extensive rehabilitation of Building 4 was completed in 1995. Despite these renovations, the Development Team acknowledges that these mid-rise buildings and the way they are situated, with bridge ramps running adjacent to and/or between the buildings, is not the best situation for housing for families. Therefore, the Development Team is interested in responses that completely reconfigure the location, number of buildings and mix of apartments/uses that presently exist on this site. The Development Team is open to responses that accomplish this reconfiguring on the existing property and responses that accomplish this reconfiguring through transfer of assistance to other properties within the City of Troy (such relocation of units will require HUD approval). The residents of the 125 apartments in these buildings **must** be accommodated during and after the redevelopment.

Presently, as part of the conversion to RAD the Troy Housing Authority has developed a 20 year (2019-2038) component replacement schedule for Buildings 3 and 4 that is financed with a \$1,000,000.00 initial deposit to replacement reserves and escalating annual contributions from the operating budget which began in 2019 at \$62,500.00). If these buildings are replaced through this revitalization these funds may be used as part of the redevelopment, but a new component replacement schedule for the newly constructed buildings would need to be developed as well as a method to fund the replacement reserves to complete the component replacements over a 20 year schedule.

Under the RAD Program Contract rents are set for each unit size within a development and are adjusted annually by HUD through an Operating Cost Adjustment Factor (OCAF). 2019 Contract rents for Buildings 3 and 4 are as follows:

Site	# of units	# of bedroom:	Contract rent	Utility Allowance	Gross Rent/Unit	Contract rent
Taylor	8	1	\$680.00	\$37.00	\$717.00	\$65,280.00
	108	2	\$829.00	\$43.00	\$872.00	\$1,074,384.00
	9	3	\$1,028.00	\$46.00	\$1,074.00	\$111,024.00
<b>Annual Rent Projection</b>						<b>\$1,250,688.00</b>

The Site

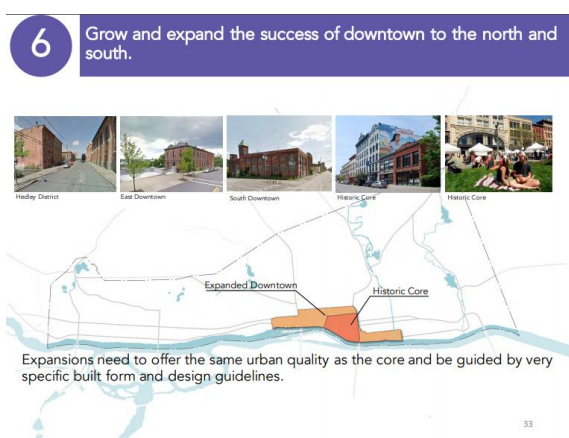
The John P. Taylor site was originally built in the 1950's as one site with four buildings and spacious grounds between the buildings. In the 1970's New York State dissected the site by relocating the Congress Street Bridge one block south to connect it with the Ferry Street Tunnel. The end result was a massive configuration of bridge ramps between the buildings with Buildings 1 and 2, and associated parking, on one parcel of land; Building 3, with associated parking, on another parcel of land but with an under the bridge connection to the Building 4 parcel, which also contains associated parking and a warehouse that has been converted to a community center for the tenants of the site.

The City of Troy has obtained grant funding for a feasibility study related to modifying the configuration of the bridge and or ramps to mitigate or minimize the impact they have on the flow of vehicular and pedestrian traffic from downtown, south to the waterfront. The intent of this effort is to improve the appearance of this gateway into and out of the city and to expand the progress being made in the downtown Troy area, through the Taylor Apartments property, into South Troy and the waterfront. The selected developer will need to work with the Development Team and the City of Troy to assure that any reconfiguration of the site is consistent with the planned approach and/or options being considered as part of the bridge design reconfiguration study.

### The Broader Community

As indicated above, the John P. Taylor Apartments site is a significant waterfront property within the City of Troy. The property surrounds the Congress Street Bridge which is a gateway for vehicular and pedestrian traffic coming from the west along NY Route 2 and Interstate 787. The property is also adjacent to the Campus of Russell Sage College and is at the southwestern border of Troy's historic downtown. During the City's recent Comprehensive Planning process, known as Realize Troy, the reconfiguration of the Congress Street Bridge ramps and the Taylor Apartments site was identified as method to reconnect the downtown business district to adjacent neighborhoods along the waterfront. The intended results of a redesigned interaction being the unobstructed expansion of positive energy and growth from within the downtown into areas south of the Taylor Apartments, where the City's largest stretch of contiguous, formerly-industrial waterfront land remains underdeveloped. The selected developer will need to work with the Development Team and the City of Troy to capitalize on this plan to the fullest extent possible.

Snapshots from the latest version of the Realize Troy Comprehensive Plan focusing on the Taylor Apartments Property, the Congress Street Bridge and the areas to the south along the waterfront..:





#### **1.4 DEVELOPMENT PARTNER SELECTION PROCESS**

Responses to this RFQ will be reviewed and rated in accordance with the evaluation criteria contained in this RFQ by a Screening Committee. The highest-ranking respondents will be recommended for interviews in order to make a final selection. The Development Team reserves the right to conduct negotiations with one or more respondents if, in the opinion of the Development Team, that method will provide the greatest benefit to the project.

#### **1.5 INTERPRETATIONS**

Questions and inquiries regarding this RFQ may only be submitted in writing and should refer to the specific paragraph in question. All inquiries must be received no later than 4:00 p.m. on **June 5, 2019**, by Tom Hulihan, at the address on the cover of this RFQ, or by fax at 518-274-6633. Answers will be provided as written addenda to this RFQ and will be on file and available for inspection in the THA offices at One Eddy's Lane, Troy, no later than five (5) days prior to the proposal submission due date. THA will endeavor to provide copies of all addenda to all potential respondents who indicate an interest in receiving them. It will be the responsibility of each respondent to make inquiry as to the existence and content of addenda, as the same shall become part of this RFQ and all respondents will be bound thereby, whether or not the addenda are actually received by the respondent.

#### **1.6 DEVELOPMENT TEAM OPTIONS**

The Development Team reserves the right to cancel this RFQ, or to reject, in whole or in part, any and all responses received in response to this RFQ. The Development Team further reserves the right to waive any minor informalities or the failure of any respondent to comply herewith if it is the public interest to do so.

THA will reject the proposal of any respondent who is debarred, suspended, or issued a Limited Denial of Participation by the U.S. Department of Housing and Urban Development and/or the NYS Division of Housing and Community Renewal from providing services to public housing authorities, and reserves the right to reject the proposal of any respondent who has previously failed to properly perform any contract for THA.

The determination of the criteria and review process and the selection decision shall be at the sole and absolute discretion of The Development Team.

#### **1.7 CONTRACT FORM**

This RFQ may lead to a Development Agreement to be executed between the selected developer, THA and TLDC. The Agreement will contain all of the required services specified in this RFQ and all other negotiated services. No contractual rights shall arise out of the process of negotiation until such time as the Agreement has been signed by THA, TLDC and the selected Developer Partner. The agreed upon work will commence immediately upon execution of the Agreement.



## **1.8 RULES, REGULATIONS, LICENSING AND OTHER REQUIREMENTS**

The respondent and staff shall comply with all laws, ordinances, and regulations applicable to the services contemplated herein, including those applicable to conflict of interest. Respondents are presumed to be familiar with all Federal, State, and Local laws, ordinances, codes, rules, and regulations that may affect the services to be provided. Respondents are to be properly insured and bonded.

## **1.9 EQUAL EMPLOYMENT OPPORTUNITY**

Respondents agree that there will not be discrimination as to race, sex, religion, color, age, creed or national origin in regard to obligations, work and services performed under the terms of any contract ensuing from this RFQ. Respondents must agree to comply with Executive Order #11246 entitled "Equal Employment Opportunity" and as amended by Executive Order #11375, as supplemented by the Department of Labor Regulations (41 CFR Part 60). In submitting their responses, respondents are representing that the personnel described in their responses shall be available to perform the services described, barring illness, accident, or other unforeseeable events of a similar nature in which cases the respondent must be able to provide a qualified replacement. Furthermore, all personnel shall be considered to be, at all times, the sole employees of the respondent under its sole direction, and not employees or agents of THA and TLDC.

## **1.10 CONTACT WITH THA AND TLDC STAFF, BOARD MEMBERS, AND RESIDENTS**

Respondents may not make any contact with the staff, Board Members, or residents of THA or TLDC. All communications with Development Team shall be in writing as provided in Section 1.5.

## **1.11 EXPENSE OF RFQ SUBMISSION**

All expenses incurred in the preparation and submission of responses in response to this RFQ shall be borne by the Respondent.

## **1.12 RESPONSES DUE**

Responses in response to this solicitation will be received at the THA central office, One Eddy's Lane, Troy, New York, until June 17, 2019; 2:00 p.m. Respondents must provide one original and 8 copies (including one unbound) and one on flash drive of the required submission marked "Taylor Apartments Redevelopment 2019" delivered to the address below:

**TROY HOUSING AUTHORITY  
DEBORAH A. WITKOWSKI, EXECUTIVE DIRECTOR  
ONE EDDY'S LANE  
TROY, NEW YORK 12180**

## **1.13 PRE-BID MEETING AND TOUR OF EXISTING SITE**

There will be an optional (non-mandatory) pre-bid walk through of the existing site on June 4, 2019 at 10:00 am (125 River Street, Troy, NY 12180). Beginning in the Community Building adjacent to the Taylor Building 4 parking lot. You must call 518-273-3600 Ext. 221 to confirm attendance.

## **PART 2-PROJECT INFORMATION**

### **2.1 ANTICIPATED ROLE OF DEVELOPMENT PARTNER**

Upon selection as the Development Partner, THA, TLDC and the selected developer will negotiate and execute a Development Agreement that will detail the specific responsibilities of the Partners. In general, the Development Partner will be expected to initiate, coordinate, and administer all planning, financing, design, and construction activities related to the implementation of the Redevelopment Plan and delivery of the new housing units to the Development Team or a new ownership entity.. Depending on the outcome of negotiations with the selected respondent, the Developer Partner will provide development services in a Turnkey arrangement, whereby the Developer Partner will perform only those functions leading to delivery of the units to the newly formed ownership entity, or the Developer Partner will perform all functions leading to delivery of the units and will also have co-ownership role in the new entities (e.g. for tax credit purposes). The Development Team reserves the right to negotiate with more than one proposer at the same time if that is deemed by the Development Team to be in the best interest of the project.

The term of the Development Agreement will commence upon notification to proceed issued by THA and TLDC, and will expire upon the later of issuance of the final certificate of occupancy, issuance of IRS forms 8609 for the rental units, or upon mutual agreement of THA, TLDC and the selected Development Partner, depending on the negotiations regarding ownership roles.

The selected Development Partner is expected to work in close partnership with the Development Team, the City of Troy, THA tenants, Russell Sage College, and other key stakeholders during the implementation of the Redevelopment Plan.

Responsibilities of the Development Partner include, but are not limited to:

#### ***Administrative responsibilities:***

- In consultation with THA and TLDC, work collaboratively to refine, shape, and implement the Redevelopment Plan;
- Complete and submit, once approved by the Development Team, applications for funding (e.g. to the New York State Homes and Community Renewal (HCR) for the Unified Funding Round and any other feasible funding source(s), including HUD, that will help to bring this project to reality);
- Provide the necessary staffing, expertise, and supervision required to fully and expeditiously implement all aspects of the redevelopment as required by the Development Agreement;
- Consult with and secure written approval of the authority for all third-party advisors (including Architects and Engineers) to be compensated through the development budget;
- Provide written monthly progress reports on the status of all activities that the Development Partner is responsible for, including documentation of compliance with applicable employment and contracting requirements, description and plan of action for any impediments, expenses against the development budget, and when requested by the Development Team, copies of any work product prepared by the Developer or consultants in connection with the development activities agreed to in the Development Agreement;

#### ***Design, Demolition, and Construction Responsibilities:***

The selected Development Partner will:

- Oversee and manage the design process in cooperation with the Development Team;
- Prepare the master plan supported by marketing and feasibility analysis;
- Develop architectural plans and construction documents in collaboration with the Development Team;

- Secure all construction and permanent financing necessary to undertake the redevelopment activity contemplated in the Redevelopment Plan, and maximize the leveraging of public and private resources by pursuing all reasonable sources of financing;
- Obtain all necessary demolition, building and construction permits and approvals to undertake the redevelopment and other facilities and physical improvements anticipated in the Redevelopment Plan;
- Take into account the need to accommodate all existing tenants throughout the process (including working with THA on obtaining their involvement in the process, providing temporary housing during the renovations and assuring the tenants have continued housing assistance once the redevelopment is complete).
- Be responsible for the construction and completion of the development, including securing contractors in collaboration with the Development Team who will perform the work on behalf of the owner entity, monitoring the construction, scheduling, and construction budgets, and securing a final cost certification;
- Provide a Construction Completion Guarantee and secure warranties from all contractors;
- Obtain all required insurances;
- Foster utilization of minority owned businesses and women owned businesses and residents, pursuant to Section 3 of the HUD Act of 1968;
- In cooperation with THA and TLDC, develop and prepare all required documents and evidentiaries (ground leases, regulatory and operating agreements and all other legal agreements as required);
- Develop marketing, re-occupancy, and management plans.

## **2.4 ROLE OF THE DEVELOPMENT TEAM**

Working closely with the Development Partner, The Development Team will be responsible for the following:

- Assist in obtaining HUD approvals required for implementation of the Redevelopment Plan;
- Assist in securing funds, potentially including the issuance of bonds, applying for State grants, tax credits from HCR and other available programs;
- Assist in obtaining a Payment In Lieu of Taxes (PILOT) agreement, mortgage recording and sales tax exemptions (if approved and at the sole discretion of the Troy IDA);
- Assist the Development Partner to obtain permits, licenses, approvals, and necessary cooperation at all levels (local, state, federal) and governing bodies;
- Act as land owner/lessor of the sites proposed for redevelopment as needed and enter into a long term ground leases as needed and/or consider a sale of the property to another entity (if in the best interest of the Development Team);
- Provide RAD Project Based Vouchers (for existing tenants) , Annual Contributions Contract (ACC) subsidy (if needed THA can pursue re-activating the dormant subsidy associated with Taylor 1 and 2), other Project Based Vouchers (THA has 23 vouchers available that it will consider Project Basing if needed) or other Rent Subsidy for eligible tenants to the project if incorporated into the operating budget;
- Serve as Managing General Partner in the ownership entity if needed;
- Provide or assist in securing, asset management services at the completion of the development, and enter into management agreements with the new owner entities if needed.

## **PART 3-PROCUREMENT PROCESS**

### **3.1 QUALIFICATIONS CRITERIA**

The selected Development Partner must have the proven capacity to handle the development and ongoing oversight of a mixed-use, private/public partnership redevelopment project. The Development Team will view the following favorably:

- Previous experience developing, financing, owning and managing mixed-income and regulated housing projects;
- Previous experience with HUD's Rental Assistance Demonstration (RAD) Program, Project Based Vouchers, Public Housing and Section 8;
- Previous experience involving mixed financing including, but not limited to: CDBG, HOME, CHDO, Tax Exempt Bond financing, and Low Income Housing Tax Credit;
- Previous experience in master planning and community planning;
- Previous experience with providing high quality housing for low-income households and market-rate housing;
- Previous experience with public/private partnerships.

The Development Partner should be experienced in financing, developing, owning, and managing affordable housing, and have the demonstrated capacity to assemble a team that will provide all necessary services; including, but not limited to: design, construction, legal, and financing professionals as well as a general contractor with demonstrated capability.

### **3.2 SUBMISSION FORMAT**

The RFQ responses must be organized according to the format provided below. Failure to follow this format or omission of information may, in THA's & TLDC's joint and absolute discretion, result in disqualification of the respondent from the RFQ process. Instructions below provide further guidance on the preparation of responses. Their purpose is to establish the requirements, order and format of responses so that submissions are complete, contain all essential information and can be evaluated easily.

1. Letter of interest;
2. Development Partner Experience and Qualifications;
3. Mixed-income Housing and Mixed-use Development Experience;
4. Narrative Regarding the Proposed Redevelopment Plan, Potential Issues, Strategies; including the role the Development Team will play in the development and operation of the property during and after redevelopment;
5. Statement of Proposed Development Fees;
6. MBE/WBE Participation and Section 3 Experience;
7. Experience Accommodating Special Needs Populations (Disabled, Elderly, Veterans, etc.);
8. Supportive Services Experience;
9. Certifications and Attachments

### **ENCLOSE THE FOLLOWING SUPPLEMENTAL INFORMATION REGARDING FINANCIAL CAPACITY:**

Respondents must submit a recent financial report and/or bank references for the firm that will be the Developer Partner. The financial information should demonstrate the financial capacity of the Developer Partner to obtain the necessary financing and provide all applicable guarantees. One copy of the financial statements must be submitted with the original copy of the RFQ submission, in a separate sealed envelope marked "Financial Statements - Confidential".

### **3.3 SUBMISSION REQUIREMENTS**

Respondents are required to submit one original and eight copies (including one unbound) and one copy on a flash drive of a proposal that incorporates the following elements:

#### **1. Letter of Interest**

#### **2. Development Partner Experience and Qualifications**

##### ***Section I:***

##### **Development Partner, Team Participants and their Specific Roles:**

All entities that comprise the partner team are to be identified, indicating their specialization(s) and specific contribution to the project. Respondents are encouraged to include specialists for all components of the program including design, construction, legal, and financing professionals, as well as those with expertise in integrating community and supportive services. The project manager should be clearly identified. Ultimately, the identified project manager will be held responsible for the performance of all members of the Development Partner Team. Any MBE/WBE team members should be so identified.

##### **Profile of Principals and Staff:**

Provide resumes on the principals and key staff, including the project manager, to be involved in the redevelopment effort. The information should specify their roles and their previous experience with housing development efforts.

##### ***Section II:***

##### **Personnel and Organization Chart:**

Submit an organization chart showing all of the individuals that will be assigned to this development effort. This chart should reflect the hierarchy and lines of communication. Also, resumes of the key individuals are to be included with a detailed description of the responsibilities that they will be required to perform. Additionally, with respect to the project manager and lead individuals in each discipline, describe the degree to which such individuals and firms can dedicate their professional time to this initiative.

##### **Experience of Development Partner and Team Members:**

Describe the relevant experience of the Development Partner and each member of the Development Partner's Team. Additionally, any previous collaboration among some or all of the members of the partner team should be noted. Successful experience in the development of similar communities to the one proposed in this RFQ will be favored. Likewise, experience in housing development efforts with resident and community participation will be favored.

##### ***Section III.***

##### **References:**

Submit 3-5 references that are relevant to the scope of work as anticipated in this RFQ. Detailed reference letters and other materials will be viewed more favorably than a list of names.

#### **3. Housing Development Experience**

Successful experience in the development of similar communities to the one proposed in this RFQ will be favored. Likewise, experience in housing development efforts with resident and community participation will be favored.

1. Descriptions of relevant experience should be provided for each member of the Development Partner Team. Additionally, any previous and successful collaboration among some or all of the members of the team should be noted.
2. For each member, a statement of previous development experience must be submitted. This information should list the location, size, ownership type; public programs utilized (if any) income levels served (very low, moderate, market rate or mixed), development cost and current status. Describe the project(s), which are most similar or relevant to this initiative.
3. If any member acted as a development entity, or had an ownership interest in any projects listed pursuant to paragraph 2 above, please describe the construction and permanent financing arrangements showing the nature and extent of the participation of financial institutions and the developer. The member's current equity interest in each project should be discussed.
4. Legal Experience: Describe the experience of the law firm and the key staff in structuring and negotiating complex real estate financing structures.
5. Rental Assistance Demonstration (RAD) Experience: Describe the amounts and projects where the Developer Team or member of the team was successful in completing a RAD conversion.
6. Low Income Housing Tax Credit (LIHTC) Experience: Describe the amounts and projects where the Developer Team or member of the team was successful in obtaining allocations of LIHTC for similar projects.
7. Tax-Exempt Bond Financing Experience: Describe the amount and number of successful projects developed with tax-exempt bonds and with syndicated Low Income Housing Tax Credits.
8. Housing Management Experience: Describe the experience of the proposed management company (if any), including a list of all properties under management now or in the last five years including name, owner, location, type of site, type of construction, income and subsidy mix, number and size of units, operating and mortgage status. If any management contract has been terminated within the past 5 years show when and explain the reasons for termination. Describe in detail any property with management challenges similar to those of this initiative.

#### **4. Narrative Regarding the Proposed Redevelopment Plan, Potential Issues, Strategies**

Include a narrative describing your approach to the redevelopment. Discuss within your plan the approach you will take relative to on-site and off-site redevelopment. If planning to develop off site discuss any planned or potential locations, the level of site control obtained, and any barriers to developing at this or these locations. Describe or provide renderings of the buildings and units you propose to develop. Identify any other obstacles or issues you anticipate and describe the strategy you propose to address those issues. Describe the role the Troy Housing Authority and Troy Local Development Corporation will take throughout the process.

#### **5. Statement of Proposed Development Fees**

Include a schedule of proposed fees. Fees should be expressed as percentages of appropriate cost basis. Include Contractor's fee, Architectural and Engineering Fees and Legal and Accounting fees. It is the intent of THA and TLDC to serve as a co-developer and to receive a percentage of the Developer Fees based on the

resources (initial funds, staff time, real estate, etc.) that each entity (the proposer and the Development Team) brings to the table. Include in your proposal a methodology for determining an appropriate Developer Fee split.

## **6. MBE/WBE Participation and Section 3 Experience**

1. Submit information showing the composition of the Development Partner Team, clearly indicating where, and to what extent, minority and female business enterprises are to be utilized. State which, if any, of the key team components mentioned in Qualifications Section I, are to be performed by qualified MBE/WBE firms.
2. Submit information demonstrating experience in and commitment to developing and implementing Section 3 plans.
3. Documented experience in establishing Section 3 goals followed by implementation should be noted including experience in the recruitment, hiring, and training of local residents.

## **7. Experience Accommodating Special Needs Populations (Disabled, Elderly, Veterans, etc.) Senior Citizen Supportive Services Experience**

It is the Development Team's expectation that the proposed project will provide housing for a diverse mix of residents of varying income levels. Provide evidence of experience in housing development efforts that incorporates a range of incomes while addressing the unique needs and circumstances of low-income, multi-cultural, diverse populations that includes disabled persons, seniors citizens and veterans. The Development Team also expects the selected developer to have a plan for including resident and community participation in the development process. Describe previous partnership arrangements developed with resident and neighborhood organizations.

## **8. Supportive Services Experience**

Submit information demonstrating experience incorporating service providers and supportive and community service programming into the redevelopment process, especially services that promote economic independence.

## **9. Certifications and Attachments**

The RFQ as a general requirement specifies that all work be performed in accordance with professional standards, and local codes, regulations, ordinances and statutes. It is the Development Team's full expectation and it will be a contractual requirement that the successful respondent fully and routinely meet these requirements. Respondents must indicate a willingness to comply with all terms and conditions of the RFQ and will be expected to sign and abide by a Standard Agreement for Contractual Services which includes all required clauses regarding contracts with governmental entities.

### **3.4 EVALUATION CRITERIA**

All complete responses will be evaluated based on the evaluation criteria outlined below. All responses will be initially reviewed to determine compliance with the proposal format specified within this solicitation. The Development Team may consider unacceptable any proposal for which critical information is lacking or the submission represents a major deviation from the requirements of this RFQ. Minor omissions, such as incomplete references, may, at the sole option and discretion of The Development Team, be corrected subsequent to the submission due date. Responses that do not comply with these requirements may be rejected without further review.

The Development Team will rate and rank, in accordance with the Evaluation Factors listed below, all complete and RFQ-compliant responses, and recommend interviews with the highest rated respondents. THA

and TLDC reserves the right to negotiate with more than one proposer at the same time if that is deemed by the Development Team to be in the best interest of THA and TLDC.

The following evaluation factors will be used in determining rank order, with a total possible score of 100 points:

**Strength of Proposal and Overall Presentation:** The degree to which the proposal is professionally assembled and follows the proposal format and content requirements. (10 points)

**Experience and Capacity:** The degree to which the respondent demonstrates successful experience by the development partner and team members in planning, developing and managing mixed-income housing developments of comparable size and complexity with funding sources described in the RFQ. The demonstrated relevant experience of the firm and its team members to implement the redevelopment effort, and the degree to which team members have collaborated on prior successful projects of similar nature. (30 points)

**Quality of the Proposed Revitalization Plan:** The degree to which the respondent describes the Redevelopment Plan, and has identified any programmatic, legal, design, timing or other issues that may impede the successful implementation of the plan, and describes potential strategies for addressing these issues. (30 points)

**Quality of References:** The degree to which the references are relevant to the proposal and the degree to which reference checks provide affirmation of the respondent's competence with respect to development and management of the project. (10 points)

**MBE/WBE Participation / Section 3 Experience:** The degree to which the Development Partner provides for minority- and women-owned business participation and complies with equal opportunity and affirmative action requirements. The Respondent's experience in and commitment to developing and implementing Section 3 plans, and experience in the recruitment, hiring, and training of local residents. (10 points)

**Special Needs Population and Supportive Services Experience:** Evidence of experience in housing development efforts in low-income, multi-cultural communities consisting of disabled, seniors and/or veterans, including resident and community participation in the development process. This also includes relevant experience incorporating service providers, supportive and community service programming into the redevelopment process. (10 points)