

HOUSING AUTHORITY OF COLUMBUS, GEORGIA

**REQUEST FOR QUALIFICATIONS
TO SERVE AS
FEE DEVELOPER**

**MIXED-INCOME REVITALIZATION
LOUIS T. CHASE HOMES
COLUMBUS, GEORGIA
August 1, 2016**

Dear Potential Offeror:

The Housing Authority of Columbus Georgia is soliciting proposals for:

SOLICITATION TYPE:	Request for Qualifications (RFQ)
DESCRIPTION:	Fee Developer for the Redevelopment of Louis T. Chase Homes
ISSUE DATE:	August 1, 2016
PRE-PROPOSAL CONFERENCE DATE AND TIME:	August 11, 2016 at 10:00 a.m. Eastern Time
PRE-PROPOSAL CONFERENCE LOCATION:	HACG Central Office 1000 Wynnton Road Columbus, GA 31906
SITE VISIT LOCATION, DATE & TIME:	HACG Central Office 1000 Wynnton Road Columbus, GA 31906 August 11, 2016 at 10:00 a.m. Eastern Time
PROPOSAL DUE DATE AND TIME:	August 26, 2016 at 4:00 p.m. Eastern Time
PROPOSAL SUBMISSION PLACE:	Housing Authority of Columbus GA 1000 Wynnton Road Columbus, GA 31906
DIRECT INQUIRIES TO:	Verona Campbell, Chief Real Estate Officer Housing Authority of Columbus GA Phone: 706 571 2800, ext. 811 Fax: 706 571 2864

Note: All inquiries must be received in writing by mail or by facsimile no later than August 18, 2016 by 4:00 p.m. Eastern Time.

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

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SECTION A - SUMMARY OF REVITALIZATION PROJECT AND OBJECTIVES

It is the intention of the Housing Authority of Columbus GA (HACG) to enter into a Revitalization Agreement with a qualified developer, firm, or development team (“Fee Developer”) for the creation of a master-planned, mixed-use, mixed-income, and mixed-finance community in the City Village area of Columbus, on the site of the current Louis T. Chase Homes (Chase Homes) housing development following demolition (currently public housing units) and/or off-site location(s). The off-site development will be the first phase in order to reduce the impact of relocation. The selected Fee Developer and HACG will develop jointly a new, revitalized community (“New Community” or “Riverside Village/Cottages Revitalization”) will contain an economically sustainable mix of subsidized rental units. Minor new infrastructure may also be created to develop a neighborhood street pattern for the New Community and to strengthen linkages with the adjacent community. The location of the newly constructed residential units or rehabbed units at the current site will be contingent upon approval from HUD’s Site and Neighborhood Standards Review.

Please see PIH-2012-32 (HA), REV-2 Rental Assistance Demonstration – Final Implementation Appendix III-PBRA Site and Neighborhood Standards. For general information, the Site and Neighborhood Standards require that newly constructed or rehabilitated property must be suitable from the standpoint of facilitating and furthering full compliance with Title VI of the Civil Rights act of 1964, Title VIII of the Civil Rights Act of 1968, as amended, and Executive Order 11063 (EO). The statutes and EO require that the site proposed meet the requirements below:

- Not be in an area of minority concentration, unless sufficient, comparable opportunities exist for housing minorities families in the income range to be served by the proposed project, outside areas of minority families concentration, or the project must be necessary to meet overriding housing needs which cannot otherwise feasibly be met in the housing market area;
- Promote greater choice of housing opportunities and avoid undue concentration of assisted persons and high proportion of low-income persons;
- Be free from adverse environmental conditions
- Be accessible to social, recreation, educational, commercial, and health facilities; and;
- That travel time to and from the neighborhood to places of employment, etc. is not excessive.

HACG will submit a RAD demolition application to the US Department of Housing and Urban Development’s (HUD) Special Application Center-SAC. Approval is anticipated by June 2017. HACG will also, with the help of the developer partner, submit the development plan to HUD who must perform a Site and Neighborhood Standards Review. It is anticipated that relocation will begin upon completion of the off-site development (December 2018). A bridge loan as well as other funds available to HACG will be used to fund demolition of the existing buildings, relocation of residents, hard and soft development costs for replacement public housing units, and potential supportive services for residents affected by the development. HACG will submit a mixed finance proposal and disposition application during the development process.

HACG will prepare a project master plan and preliminary financing strategy to support the Chase Homes revitalization. A community involvement process will be utilized to seek input from both current residents and the larger community.

HACG anticipates working with the selected Fee Developer to refine, alter or expand the Chase Homes Master Plan so as to best accomplish the revitalization of Chase Homes consistent with program objectives and requirements, and within schedule and financing constraints. If any additional public

consultation meetings are required for the process, the selected Fee Developer will be expected to participate with HACG and other stakeholders during the planning process, at its own expense.

HACG plans to act as the primary development entity and be responsible for assembling the necessary development financing, which HACG expects will include first mortgage debt, HACG investment, and substantial equity raised through syndication of the Low Income Housing Tax Credit (LIHTC). HACG has substantial development experience. Under the Georgia Department of Community Affairs (DCA) rules, experienced developers can partner or consult with an entity, such as HACG. The selected Fee Developer would provide project experience for the project while not limiting the Fee Developer's access to other LIHTC resources available through DCA.

A portion of the rental apartments developed under the Chase Homes Revitalization program will be reserved for RAD eligible families (under 80% of area median income) and will be supported, if required, by RAD rents from the HACG (these units may be referred to as "RAD-Assisted Units"). Any other apartments may be offered at LIHTC levels, market Rate, or other affordable rents.

HACG will be responsible for financing, owning, leasing, managing and otherwise implementing and operating the New Community. HACG expects the selected Fee Developer to provide the requisite experience, knowledge, and ability to support the project applications for funding through LIHTC, FHLB AHP, and first mortgage financing. The selected Fee Developer will manage the development and construction effort and provide a construction completion guaranty. The selected Fee Developer, or a member of its team, must have demonstrated experience in developing, managing, and owning mixed-use, mixed-income, mixed-finance, service-enriched communities and significant experience in urban neighborhood revitalization. See **Section B** for a more detailed description of the services to be provided.

SECTION B - DESCRIPTION/SPECIFICATIONS/STATEMENT OF WORK

1. HACG BACKGROUND

The Housing Authority of Columbus, GA (HACG) is organized pursuant to the Code of Georgia to develop, acquire, lease and operate affordable housing for low-income families. The U. S. Department of Housing and Urban Development (HUD) was the primary funding agency for all new construction, modernization and rehabilitation of HACG's public housing units.

Although, HACG has participated significantly in HUD's public housing and Section 8 Programs, HACG has a broader level of experience with housing management and development in market rate rentals, Section 8 New Construction, Single Room Occupancy, HOPE VI development in Peabody Apartments and mixed-income development at Baker Village. HACG also manages housing for four other nearby housing authorities.

HACG-Owned Inventory

537 Public Housing Units

398 Market Rate (Ashley Station I-111 units & II-110 units, Arbor Pointe I-55 units & II-55 units, Patriot Pointe 5 units, Gentian Oaks 62 units & Columbus Commons-Under Construction)

HACG-Managed Units

43 Harris County Public Housing

79 Buena Vista Public Housing

40 Ellaville Public Housing

223 West Point Public Housing
17 Legacy Terrace (HOME – Columbus Consolidated Government, Columbus, GA)

HACG-Project Based Vouchers

1,002 Project Based Vouchers (Ashley Station I & II-146 units, Arbor Pointe I, II-186 units & The Cottages- 120 units, Wilson Homes-288, E.E. Farley Homes-102, Brown Nicholson Terrace-100, E.J. Knight Senior-40 units, E.J. Knight Family-52 units, Wilson Glenn-28 units & Columbus Commons-Under Construction)
88 Project Based Rental Assistance (Columbus Villas)

HACG- Tenant Based Vouchers

2,434 Tenant Based Vouchers

(Approximately 4,773__ Housing Units are managed and/or administered by HACG.)

With an eye toward expanding its role in affordable housing in Columbus beyond conventional public housing, HACG desires to be a leader in the contemporary transformation of public housing. HACG has experience in partnering with affordable housing developers in the development of new housing in the Columbus market. HACG will use the Chase Homes Revitalization Program as a vehicle to provide high quality housing for low-income families within a socially diverse setting and as a means to further enhance the capacity and knowledge of its staff, increase its familiarity with modern development and property management skills, and strengthen its financial base. Respondents to the RFQ will be asked to provide methodology on how their proposal can assist HACG meet this need.

2. THE REVITALIZATION OF LOUIS T. CHASE HOMES

2.1 Background

Chase Homes is located North of Uptown Columbus in what is considered the City Village District and five miles from Fort Benning and 4.5 miles from the JR Allen Parkway entrance. Chase Homes is bounded by Second Avenue on the east; Talbotton Road on the south; Chattahoochee River on the west; and Twenty-first Street on the north. The City Village District has benefited from a focused civic effort to revitalize the community. There is strong civic support for neighborhood redevelopment.

The existing development is comprised of 108 public housing units with occupancy at 99_percent. HACG and the residents of Chase Homes, in partnership with the City of Columbus and various community stakeholders, will develop and submit a demolition application to the US Department of Housing and Urban Development to allow demolition of the public housing units and to allow funding for the revitalization of the Chase Homes neighborhood in a public/private partnership with a developer.

In preparation for the Revitalization Process and in advance of information meetings with Residents; HACG will initiate several information presentations to a variety of community stakeholder groups. These initial presentations are intended to inform the broader community concerning the HACG intention to redevelop the Chase Homes site and provide an opportunity for the broader community to offer feedback and express concerns and ideas for the

redevelopment of Chase Homes and the impact of this development on the surrounding neighborhood.

Subsequent to meetings with community stakeholders and the City administration, HACG will commence a series of meetings with the Chase Homes residents. HACG will distribute a Meeting Notice to each resident household at the Chase Homes Site indicating the meeting dates and times. HACG will also place an advertisement in the local newspapers to further notify residents and the public that HACG is intending to revitalize the Chase Homes site, indicate the dates, times and intent of the Meetings and invite the general public to participate in the planning process.

HACG participated in numerous meeting with Residents and the Public: These meetings will be followed by information presentations to the Chase Homes Resident Council and the HACG Resident Council.

The meetings will provide an overview of the Chase Homes Revitalization Plan; the program objectives and include: history of Chase Homes, current status of Chase Homes, Resident Relocation, redevelopment phases and components, building types and project schedule. Each meeting will repeat the same information and each meeting will focus on encouraging and responding to Resident questions and concerns.

2.2 HACG's Goals for the Revitalization of CHASE HOMES

HACG's vision for the Chase Homes Community is to create a vibrant, attractive, mixed-use, mixed-income community, where people of all economic strata, races, and cultures will live, learn, work, play, and raise their families in close proximity to abundant employment, retail and cultural opportunities. The proximity of Uptown Columbus, Fort Benning military base, a major transportation corridor adjacent to the site, and access to recreational facilities makes it an ideal candidate for revitalization.

Through the planning process, HACG together with its residents and community stakeholders intend to establish the following guiding principles for the physical plan:

- Design a neighborhood in which residents choose to live, with:
 - A mix of housing types and sizes
 - A mix of people with a wide range of incomes, ages, races, ethnicities, and abilities, including the disabled.
- Establish connections and physical linkages between the former Chase Homes site and the surrounding neighborhood.
- Utilize the process and locational advantages to:
 - Provide or stimulate commercial and retail amenities for the community;
 - Generate additional funding through commercial development or land disposition; and
 - Create economic opportunities for the residents.
- Establish a working partnership with Muscogee County Schools and Columbus State University to assure that the children of the New Community have early childhood education and superior schools.

- Encourage service provider partners to make this an educational community of excellence.
- Reflect the highest architectural and urban design standards of the best Columbus neighborhoods, recognizing applicable cost limitations.

Additionally, the revitalization of Chase Homes should assure that HACG goals are met:

- Assuring that the process of replacing public housing units simultaneously enhances the City of Columbus and improves neighborhoods for all families;
- Creating resident programs and services focused on job placement and training as well as educational and recreational youth activities;
- Leveraging shrinking Federal subsidies; and
- Creating an income stream for HACG.

2.3 Summary of Revitalization Plan

Chase Homes is one of the oldest communities in HACG’s portfolio; constructed in 1952 as residential housing for low income families. The total community includes 108 living units.

After 60 years of occupancy and exposure to the elements, the Chase Homes structures have reached the end of their functional life cycle. Living standards have changed, building performance standards have changed, and the immediate neighborhood has changed. While HACG remains determined to continue offering low-income housing opportunities near to the current CHASE HOMES site as an affordable housing alternative, the Housing Authority also recognizes the complexities of competing in the residential, rental marketplace. The current pattern of rising operational costs and expanding maintenance needs combined with the obsolescence of the existing buildings balanced against other, newer housing choices in the immediate neighborhood; are all factors which suggest that Chase Homes in its current form is no longer viable in the local rental market.

The Housing Authority has carefully examined all possible options for revitalizing the Chase Homes community. The most recent planning study for the City Village District was completed in 2016 by a team which included Zyscovich Architects, Inc. The plan outlined a redevelopment strategy that would enable the “district” to: become self-sustaining; provide a better quality of housing and living environment for residents; become competitive in the marketplace; enhance and support recent City of Columbus development initiatives in the area and lead the further revitalization of the broader community.

The planning process for the Master Plan of the City Village District began with a year-long series of meetings in order to ascertain community concerns and potential level of support from the public, private and local government sectors.

The Chase Homes Redevelopment process is advancing. The Residents, community leadership, and local government have indicated overwhelming support for the new development. The City of Columbus has indicated interest in funding new replacement housing sites.

The revitalization proposed for Chase Homes includes several distinct components described fully in the Chase Homes Revitalization Plan attached to this RFQ as Supplemental Information. The chart below summarizes the revitalization by phase:

HACG Louis T. Chase Homes Community	Land Area (ac) **	Building Type						TOTAL # of UNITS per Phase
		Single (Homes) For Sale	Duplex (Homes) For Sale	Rental Townhouses / TH over Flats	Elem. School *	Multi-family Apts.	Commercial/ Other Development	
Phase 1 Off-Site Rental Housing	10.97					200		200
Phase 2 On-Site Housing Demolition	10.97					0		0
Phase 3 Commercial Phase I	10.97						4	
TOTAL (**)=	25.99					200	4	200

This RFQ contemplates the selection of a Fee Developer that will assist HACG to implement Phases 1 and 2 related to multifamily rental housing development of approximately 200 units only.

2.4 On-Site Housing Development

HACG intends to redevelop the Chase Homes property for commercial/institutional use and modifying zoning to allow higher density development. The City Village Master Plans calls for streetscape and parking improvements to First and Second Avenues adjunct to the Chase Homes property. There is also screening planned for the Georgia Power substation on First Avenue, making road improvements along First Avenue and establishing an existing home renovation fund.

2.5 Off-Site Development

HACG proposes a mix of PHA-assisted rental family housing and affordable rental units. The selected Fee Developer will have the opportunity to provide input to HACG on the proposed unit mix for the Chase Homes site. The actual percentage mix of PHA-assisted/affordable units will be determined once market studies by HACG consultants have been completed and provided to the selected Fee Developer.

As has been the case in other revitalization developments in Georgia, HACG expects that the selected Fee Developer will possess the requisite experience to support an application for Low-Income Housing Tax Credits for the PHA-assisted units and be qualified to manage receipt of and compliance with LIHTC credits requirements. However, the financing strategy is not limited to this source. Offerors are encouraged to provide a plan that addresses the needs of low-income families and integrates them into the broader community.

2.5.1 Initial Development Phases

As previously stated, HACG is initially engaging a Fee Developer for the revitalization of phases 1 and 2 of the Chase Homes revitalization. A critical element of the implementation of a successful Revitalization Plan is the requirement that the first phase of development reach its

financial closing within 18 months of execution of the selected Fee Developer Agreement and begin construction. A key factor in HACG's evaluation of a Fee Developer will be the ability to achieve this requirement through the dedication of the appropriate resources required to meet this milestone.

Offerors will be asked to provide explicit information on their ability and resources available to meet this requirement, and evidence of access to financial resources for this first phase of development including existing LIHTC or bond financing, conventional equity and debt, or other financial resources. HACG anticipates filing an application with the Georgia Department of Community Affairs (DCA) to secure an allocation of LIHTC credits for 2017 and requires that the selected Fee Developer be immediately prepared to work with HACG on said application following selection.

Offerors who do not provide evidence that they have the ability and resources to meet this critical requirement will not be considered for selection.

2.6 Commercial/Office Development

HACG anticipates that the revitalization plan will include the development of appropriate commercial uses on-site with retail or office along a portion of the 2nd Avenue frontage of the site. A separate Request for Qualifications may be issued for the commercial/office development at a later date. If HACG land is used for commercial development, HACG will expect to participate financially in the commercial development, either through fee compensation for the land, equity interest in the development through contribution of the land, or through ground lease to the development entity.

2.7 Role and Expectations of HACG

HACG will be a partner in the redevelopment of Chase Homes, and as such, will have ultimate responsibility for the expenditure of its funds and oversight responsibility to assure the project is completed in accordance with all applicable laws, rules, and regulations and in accordance with the plans, schedules and budgets which will ultimately be approved by HUD. In general, the HACG will take responsibility for all required communications with HUD and the preparation and submission of program documents. However, to the extent that those documents reflect matters within the particular knowledge of the selected Fee Developer, or set forth development plans and the like, HACG will expect the selected Fee Developer to prepare drafts for HACG's approval.

3. GENERAL REQUIREMENTS

HACG is seeking to select a Fee Developer and expects the selected Fee Developer, either directly, through an affiliate, or through contractual arrangements with other parties, (All members and partners are to be disclosed within the Fee Developer's Proposal.) to undertake the revitalization of Phases 1 and 2 of the Chase Homes project with HACG. At HACG's option, HACG may engage the Fee Developer to continue the revitalization effort into the later phases of the project. However, HACG is under no obligation to do so.

The General Requirements enumerated in this section are intended to be the threshold requirements. An Offeror, by submitting its proposal, is indicating its commitment to comply with these general provisions.

The selected Fee Developer will be responsible for implementation of the following, either directly or by designing and implementing procedures to engage others in the work:

- Demolition of existing buildings, site clearance and site preparation
- Design and construction of any public infrastructure and site improvements
- Design, development and construction of all rental housing and related amenities off-site for Phases 1 and 2.

The selected Fee Developer will not be responsible for the design or provision of Community and Supportive Services for residents, but will be expected to coordinate its development activities so as to further that crucial revitalization component.

3.1 Socioeconomic Participation

It is anticipated that many opportunities will be available for the involvement of minority-, women- (M/WBE) and Section 3-owned businesses. HACG has a strong and enduring commitment to such involvement and believes that Columbus hosts strongly qualified entities in all those categories. The selected Fee Developer is expected to ensure significant participation by M/WBE and Section 3 firms throughout the planning and implementation stages of the revitalization.

Additionally, the selected Fee Developer is expected to use both imagination and diligence in providing genuine training and employment opportunities to Section 3 individuals, particularly Chase Homes residents. The selected Fee Developer is expected to utilize and act upon those partnerships that the HACG will establish in its Revitalization Plan, and to supplement with additional partnerships and resources the selected Fee Developer may be able to provide.

“Section 3” refers to Section 3 of the HUD Act of 1968; generally, a Section 3 individual is a low-income community resident and a Section 3 business is one owned or controlled by Section 3 individuals.

3.2 Economic De-concentration and Mixed-Income Use

HACG is committed to creating a genuine mixed-income community from former residents of Chase Homes and from the community and recognizes that program design issues may affect success in attracting middle-income families to the New Community. At the same time, HACG is extremely sensitive to the need to preserve affordable housing units for very low-income families. The proposed mix of subsidized and affordable units is intended to balance those concerns and create a viable community throughout the City Village Plan area. Within the RAD units, it is intended that use of a working-family admissions preference will contribute to diversity and reward the efforts of very low-income families striving for self-sufficiency. Likewise, HACG will implement a Community and Support Services Program that will give low-income families the tools they require to build their incomes and create economic diversity from within. The HACG will be open to any development plan that can assure the development of an economically and socially viable mix of these various income level units. It is HACG’s intention that each phase of the development contains a mix of the various income types and that there be no segregation of public housing or low-income units into a particular phase or physical area of the various redevelopment sites.

3.3 Strategic Relationships in the New Community.

For its Revitalization Plan, HACG has assembled a key group of stakeholders committed to supporting the Chase Homes revitalization, including the City of Columbus, Columbus State University, Muscogee County Schools, and other neighborhood and community stakeholders. HACG intends that the selected Fee Developer will continue to work with these key stakeholders in the redevelopment effort as directed by HACG.

3.4 Development Team

Offerors are encouraged to present to HACG a complete Development Team including the principal professional disciplines and trades required for the success of the Chase Homes Revitalization. HACG requires identification of the intended architect, engineering firm, and property management firm. Other team members are discretionary.

Please note:

- HUD rules prohibit non-competitive designation of a Developer-controlled entity as general contractor. However, HUD has approved the use of an identity-of-interest construction manager, where the CM guaranteed a not-to-exceed price and was paid a negotiated percentage of cost.
- HACG recognizes that some Offerors may prefer to designate certain team members, such as general contractors, after a competitive selection or bidding process. Offerors may, if they choose, explain their decision to defer selection of team members.
- HACG does not prohibit or discourage the appearance of any person or entity on more than one Development Team.
- An Offeror may include a preferred LIHTC syndicator on its team, but should be aware that HACG will require a demonstration at the time an equity proposal is accepted that the selected proposal is market competitive in equity raise and other terms.

3.5 Program Schedule

HACG's goal is to have the revitalization of Chase Homes proceed as expeditiously as possible. The selected Fee Developer will be required to comply with certain schedule milestones. In addition, it will be HACG's goal that the project obtains Low Income Housing Tax Credits in the earliest practicable round provided by the Georgia Department of Community Affairs (DCA). Offerors that demonstrate the required ability to complete Phases 1 and 2 of the New Community on the earliest possible, realistic schedule will be favorably received by HACG.

3.6 Reporting Controls

The selected Fee Developer is required to report directly to HACG and through such mediums and formats as HACG may direct, no less frequently than monthly or as directed by HACG, on progress with respect to the redevelopment and related activities program, including work completed, associated costs, schedule, and budgetary requirements. This procedure shall be followed throughout the predevelopment, development, and operations phases of the revitalization.

3.7 Budgetary Controls

The selected Fee Developer will be required to provide detailed development and operating budgets acceptable to HACG as a part of the process of negotiating a revitalization agreement. Such budgets will be incorporated into the revitalization agreement and will be expanded and continually updated throughout the development process.

3.8 Form of Early Start Agreement and Revitalization Agreement

The selected Fee Developer will enter into negotiations for and be required to execute a Revitalization Agreement between the Offeror and HACG that will reflect the obligations of the parties and their relationship to the revitalization. HACG may at its sole option determine to enter into a Revitalization Agreement with the successful Offeror. Any Revitalization Agreement entered into will provide for termination of the agreement if an initial closing is not achieved within 18 months from execution of the agreement, unless mutually extended by the parties.

In order to ensure that negotiation of the Revitalization Agreement does not prevent the selected Fee Developer from beginning tasks which are essential to the timely filing of a 2017 application for Low Income Housing Tax Credits, HACG will consider entering into an Early Start Agreement reimbursing the selected Fee Developer for certain third-party costs. Forms of Early Start Agreement and Revitalization Agreement are available as part of the Supplemental Information. These forms have been loosely adopted from another mixed finance transaction and are intended to be illustrative of what the parties may negotiate; they have not been tailored to this transaction.

4. PROPERTY DESCRIPTION

4.1 Existing Site Conditions

The Louis T. Chase Homes were constructed in 1952, containing 108 total units with a mix of one, two, three and four bedroom apartments. Also included at the Louis T. Chase Homes site is a leasing office. While some very limited modernization of the site has occurred, the overall obsolete design of the buildings, the lack of parking, the condition and capacity of site utilities and the obsolescence of the site plan and building design makes the residential property unsuitable for renovation or conversion. The site itself, however, is in an excellent location for non-residential use, well served by major transportation corridors with ready access to employment and recreation opportunities.

4.2 Market Study

HACG will procure a market study to determine the marketability of the housing units proposed for the site. A copy of the market study will be made available for review by potential Offerors as part of the Supplemental Information. However, prospective Offerors are encouraged to perform such due diligence, including additional market studies, as may be required to be reasonably assured of the viability of their proposals for the development.

4.3 Environmental Study/Site Survey/Existing Conditions

HACG will engage an engineering firm to complete a thorough boundary and topographic survey of the site and a Phase I environmental study. This information will be made available to the successful respondent. HACG's provision of this information will be for reference purposes only, and will not exempt the selected Fee Developer from responsibility for verifying all conditions.

4.4 Geotechnical Survey

Geotechnical analysis has not been previously accomplished. The selected Fee Developer, or a member of its team, shall conduct geotechnical analysis as part of the predevelopment phases as necessary for development.

5. SITE CLEARANCE AND PLANNING PHASE

5.1 Relocation

Construction of Phase I will be at off-site location(s) within City Village so that residents of Chase Homes will be relocated in phases by HACG. At present, approximately 108 families reside in the existing development. HACG will develop a relocation plan. A number of the current Chase Homes residents have indicated their strong interest and desire to move back into the New Community. The PHA has not entered into any formal agreement concerning return; however, the intends to offer residents who relocated in good standing and remain in good standing under their leases during any relocation period a priority preference to return, subject to reasonable screening and availability of PHA-assisted units/Section 8 units, including the working requirements previously mentioned.

5.2 Phasing of Demolition and Development

The revitalization plan calls for demolition and redevelopment to be accomplished in multiple phases, in order to minimize the impact of relocation on the residents, and to accommodate the need to have the availability of two rounds of LIHTC to provide adequate financing for the development of Phases 1 and 2.

5.3 Responsibility and Compensation for Site Clearance

HACG believes it is preferable for HACG to retain title to the existing site through the Site Clearance and Master Planning, engage the Fee Developer to perform necessary site work, and coordinate with the developer on activities necessary to implement the Revitalization Plan (e.g., any site acquisition, City approvals, legislation, etc.) In its proposal, each Offeror should indicate its approach to the division of work and responsibility in this phase and its requirements with regard to advance funding, compensation, and similar issues.

6. DEVELOPMENT PROCESS

6.1 Role of HACG

HACG intends to be a full and equal partner in the development process. HACG will have various specific roles as ground lessor, lender, and overseer of program compliance with respect to public housing units. Each role is discussed briefly below. So long as the selected Fee Developer observes HACG's proper interests and public obligations with respect to those roles, HACG intends to respect the creativity, expertise and business requirements of the selected Fee Developer. HACG will expect the selected Fee Developer to respect it as the Project Owner and keep it fully informed and to secure advance consent to all significant decisions and public positions.

6.2 Role of Fee Developer

The selected Offeror will be expected to successfully work with HACG as the Fee Developer for the implementation of the development project. Of specific interest to HACG is the provision of the requisite information to enable HACG to act as its own developer in future transactions.

The specific duties of the Fee Developer include, but are not limited to the following:

- Demolition of existing buildings and infrastructure, site clearance and site preparation
- Design and construction of any new public infrastructure and site improvements
- If required, participate in master planning in concert with HACG, any Development Consultant Team, and community stakeholders including the Chase Homes residents.
- Assist HACG to secure all project financing including: LIHTC resources, First Mortgage Debt, and AHP funds. HACG will be involved with all discussions/negotiations with financial resources.
- Design and construction of all rental housing for Phases 1 and 2
- Use of an inclusionary process to involve HACG staff in the development process
- Operation, leasing and management of the new housing to allow for prompt transition of the rental property management to HACG staff within 24 months
- Provide capacity building training and assistance to HACG in all phases of development, construction, management, and compliance

The specific role and duties of the selected Fee Developer will be finalized during negotiations with HACG and documented in the Revitalization Agreement identified below.

Please note that as a part of the duties, the selected Fee Developer has a significant role in this project related to securing LIHTC resources and complying with LIHTC requirements as Owner, Developer and Manager. Fee Developers or Development Teams are required to demonstrate to HACG specific prequalification with the Georgia Department of Community Affairs (DCA) to serve in these three roles. DCA determines experience based on the threshold requirements in the Qualified Allocation Plan, which you can find on the website version of the QAP:

<http://www.dca.state.ga.us/housing/HousingDevelopment/programs/QAP2016docs.asp>

To prove that the requirements have been met, applicants must complete a pre-application form for the category they wish to be deemed experience. The requisite forms can be found on the website listed above.

When a completed form is submitted to the Office of Affordable Housing at DCA, it is then reviewed and a determination of experience completed. An approval usually takes no more than a few weeks if all information required by the form is submitted in a timely manner. Requests for determinations and questions should be addressed to:

**Georgia Department of Community Affairs
60 Executive Park South, NE
Atlanta, GA 30329
Phone: 404-679-4805; Fax: 404-327-6849**

6.3 Revitalization Agreement

HACG and the successful Offeror will negotiate to enter into a Revitalization Agreement describing the relationship of HACG and the successful Offeror and the roles and responsibilities of each party. The successful Offeror will undertake the redevelopment of the New Community according to the terms and conditions of the Revitalization Agreement.

A sample form of a Revitalization Agreement is provided in the Supplemental Information. HACG contemplates that the Revitalization Agreement will provide for the selected Fee Developer to assist HACG with, or perform on its behalf, demolition, remediation, site restoration, and master planning. HACG proposes to compensate the selected Fee Developer for some or all of these services. The Revitalization Agreement further sets forth the assistance the HACG is prepared to provide the selected Fee Developer, conditions on that assistance, and requirements for closing each development phase. At each such development phase closing, phase-specific documents will be executed including, but not restricted to, a Ground Lease, Regulatory & Operating Agreement, and Authority Mortgage Loan Agreement/Note/Mortgage.

6.4 HUD Requirements

Because HACG will be providing capital and operating funding with public housing funds provided to it by HUD, certain HUD approvals will be required as set forth in the Federal Regulations at 24 CFR Part 941, Subpart F. Generally speaking, HUD will release predevelopment funds to HACG upon an appropriate showing of need and good stewardship. HUD will release development funds only after approving first a Mixed-Finance Proposal, and then evidentiary documents which will generally be all significant closing documents.

HACG's Development Team, is experienced with these procedures and will have responsibility for submissions to and negotiations with HUD in conjunction with HACG Legal Counsel, based on development materials prepared by the selected Fee Developer and acceptable to HACG. However, in both development and operating matters, public housing requirements may require a different approach or additional procedures from those to which an Offeror is accustomed. HACG will provide assistance and guidance to the selected Fee Developer in these matters.

7. FINANCIAL STRUCTURE OBJECTIVES OF HACG

HACG is interested in a financial structure that accomplishes several objectives. They are:

- Producing the greatest public benefit with the smallest consumption of public resources
- Leveraging HACG's funds to attract private and conventional sources of capital
- Obtaining a return-on and a return-of the effort and capital invested by HACG
- Retaining title of the underlying land and a first right of purchase Chase Homes to the leasehold
- To be a full and equal partner through the development process

- Participating in the development fees (minimum of 50/50), stream of income and other financial compensation derived from the New Community
- Financing the community and supportive services necessary to foster self sufficiency
- Utilizing a development process that can facilitate timely implementation
- Providing performance incentives to the selected Fee Developer

The following sections describe aspects of a legal and financial structure that has been used in other public housing mixed-finance transactions to accomplish these objectives. HACG will consider other structures that achieve the same goals for HACG.

***Additionally, HACG recommends that prospective Offerors read the Mixed-Finance Guidebook prepared for HUD's Office of Public Housing Investment by Abt Associates, Inc. dated December 21, 1998; and HUD Notice PIH 2010-20 Public Housing Development Total Development Cost (TDC) issued May 24, 2010 by the U.S. Department of Housing and Urban Development. Additionally, HACG recommends that prospective Respondents read and utilize the updated information published by the Office of Public Housing Investments on the HUD website at <http://www.hud.gov/offices/pih/programs/ph/hope6/mfph/index.cfm>.

Reference copies of these documents will be made available for review by prospective developers at the HACG Central Office.

7.1 Ownership Structure

An entity (the "Ownership Entity") will hold title to the improvements for each phase of the New Community. HACG anticipates it will serve as General Partner in the Ownership Entity. It is contemplated that the Offeror may have specific day-to-day management and operational authority as determined by the Ownership Entity, related LIHTC Investors, or Lenders. The actual ownership structure will be determined appropriately in negotiation with said parties. HACG will expect to participate in the Ownership Entity as an equal partner or as otherwise necessary to achieve agreed-upon economic participation.

7.2 Ground Lease

HACG will not convey its fee interest in the existing Chase Homes property nor for any property used for rental housing development but will enter into a long-term ground lease with the Ownership Entity. HACG anticipates that the term of the ground lease will be not less than 55 years. The amount of annual rent under the ground lease may or may not be nominal but is subject to negotiation and will be considered as part of the financial incentives provided to HACG by the Offeror. The ground lease will include restrictive covenants requiring that a designated number of PHA-Assisted Units will be available for public housing eligible families and subject to certain public housing rules for at least 40 years. At the end of the term of the ground lease, the property and all improvements thereon will revert to HACG.

7.3 Sources of Funds

The anticipated sources of funds include:

- HACG funds as described in the following section
- Conventional or Tax-Exempt Debt
- LIHTC Syndication Proceeds. HACG's models presume that the Ownership Entity will obtain allocations of 9% Low Income Housing Tax credits for the majority of the PHA-Assisted Units in the development
- Equity
- Proceeds from disposition of any HACG owned property, or debt backed by HACG's interest in development and operational revenues from that site
- Federal Home Loan Bank Affordable Housing Program Funds
- Potential Section 8 Project Based Housing Assistance Payments contracts as rental subsidy
- Other sources, as the Offeror may recommend or determine

7.4 HACG Funds for Development

HACG may determine to finance the development costs through other public housing funds, HACG resources, or private debt. After provision for its own administrative purposes, resident relocation, the Community and Support Services program, and development components not covered by this RFQ, HACG anticipates making available a set maximum allocation of funds to the developer for Site Clearance, Pre-Development and Development at Chase Homes, subject to the following considerations. While these considerations reflect certain HUD requirements and policy positions, actual HUD requirements and positions at the time will govern. Rating criteria in this RFQ may reward Offerors who propose the greatest leverage of the use of HACG funds.

Site Clearance and Planning Phase Costs: For the Site Clearance and Planning Phase, HACG is prepared to provide full reimbursement of reasonable third-party costs and will consider payment of a reasonable fee to the Fee Developer.

Public Infrastructure Design and Development: Subject to approval by the City of Columbus, HACG is prepared to provide full reimbursement of design and engineering costs as well as construction cost and will consider payment of a reasonable construction management fee to the Fee Developer.

Predevelopment Advances: HACG will consider advancing, prior to closing on any development phase, up to 50% of third-party costs reasonably incurred by the Fee Developer in preparing for closing. Such cost advances are restricted to cost of work product which benefits or which can reasonably be assigned to HACG in the event Fee Developer fails to close. **These advances expressly exclude Fee Developer's legal fees.**

Development Loans: At closing on any development phase, HACG is prepared to loan funds to the Ownership Entity on terms to be negotiated.

Total Development Cost Limitations: HACG public housing funds used in the Chase Homes Redevelopment may not exceed the HUD Total Development Cost limits then applicable.

7.5 Operating Subsidy

Residents of PHA-Assisted Units may choose between a "flat rent" (which cannot exceed market rent or, if applicable, the LIHTC rent restrictions) or an income-based rent equal to 30% of adjusted income. HACG receives operating funds from HUD and is prepared to provide an operating subsidy, if necessary, to the Ownership Entity. It is HACG's intention that this operating subsidy, when combined with actual rental collections, not exceed the lesser of 1) the operating costs properly attributable to the PHA-Assisted Units, or 2) that portion of the Operating Fund which HACG receives from HUD in a given year which is attributable to the PHA-Assisted Units in the New Community, minus a reasonable allowance for HACG's oversight and administrative costs. Generally speaking, HACG receives an Operating Fund distribution equal to the difference between projected rental income and its Allowable Expense Level. For FY 2011, HACG has an Allowable Expense Level of \$382.19 per unit per month.

Attributable operating expenses must exclude any expenses primarily or exclusively attributable to LIHTC or Section 8 units only, which may include property taxes (if none are paid on the PHA-Assisted Units), excessive marketing costs, and debt service. Although HACG's conventional units are not subject to real property taxes and pay Payment In Lieu Of Taxes (PILOT) instead, HACG has not determined whether this exemption would be legally available to

the New Community and whether the taxing authorities would agree to its application in this instance. Units covered by LIHTC will be subject to this and other GHFA program requirements. However, the Development is located within a local Enterprise Zone which makes it eligible for certain abatements, including real estate taxes, permit fees, etc.

7.6 Net Operating Income

Net Operating Income will be the property of the Ownership Entity.

7.7 Reserves

The selected Fee Developer may provide for customary and reasonable reserve accounts and may treat contributions to such reserves as an attributable operating expense of the PHA-Assisted Units. These reserves include Reserves for Replacement. To the extent any portion of such reserves is funded directly or indirectly with public housing funds, however, such funds must be treated as trust funds of the HACG.

It is customary in mixed-finance developments, as well, to establish an “Affordability Reserve” from owner’s equity to provide for the possibility that HACG would be unable (due to Congressional action) to provide the operating subsidy it obligates itself to pay. HACG prefers to establish this reserve from its own funds earned through the development process, HACG will plan funding in the development budgets for payments to HACG (whether as development fee, ground lease payment, construction period interest, or otherwise) sufficient to fund this reserve.

7.8 Regulatory and Operating Agreement

HACG and the Ownership Entity will enter into an agreement, which may be recorded as a covenant superior to any financing on the property, setting forth the mutual understandings of the parties with regard to the operation of the PHA-Assisted Units. In particular, the R&O Agreement sets forth the PHA’s obligation to provide operating subsidy; permissible uses of project income and use restrictions applicable during a period of not less than 40 years. A form of Regulatory and Operating Agreement is included in the Supplemental Information.

7.9 Guarantees

HACG anticipates that the selected Fee Developer will be responsible for all guarantees of completion, operating deficits, and tax credits compliance required by tax credit investors or lenders during the period of the agreement with HACG.

HACG anticipates that it will provide working capital as specified in the Revitalization Agreement and will provide required guarantees for the project financing. HACG will not make any guarantees except as set forth in the Regulatory and Operating Agreement with regard to operating subsidy for PHA-Assisted Units.

8. PROPERTY MANAGEMENT

HACG requires the New Community to be managed to high standards with effective lease enforcement a priority. Additionally, the PHA-Assisted Units must be maintained and operated in compliance with all requirements of LIHTC Requirements, applicable law, HUD regulations, and policies approved by HACG. Additionally, it will be critical for the management team to

manage the property in accordance with the highest industry standards, including to the greatest extent practical, managing the property in a way that will enable HACG to be a “High Performing Agency” under the Public Housing Assessment System (PHAS) or any other system implemented by HUD to measure the effectiveness of a public housing authority in delivering services. The property management efforts are expected, at all times, to be sensitive to issues facing low-income residents and to be supportive of Community and Support Services programs provided or arranged for by HACG.

8.1 Current Property Management

HACG currently manages Chase Homes. HACG expects to continue to manage the existing units until the relocation of all of the Chase Homes residents is completed.

8.2 Post-Revitalization Property Management

No later than closing and property conveyance on any development phase, or as earlier agreed, the Ownership Entity will assume management through a Management Agent that may be a related entity and must be acceptable to HACG. The Management Agent must be familiar with certain rules and procedures that accompany the public housing program and must meet reporting requirements of the Ownership Entity to HACG, as set forth in the Regulatory and Operating Agreement. Any PHA-assisted units that are also assisted by LIHTC must be operated in compliance with GHFA requirements. In addition, the Fee Developer/Management Agent will be required to provide any management certifications required by HUD to qualify for applicable capital and operating funds.

HACG requires that the Offeror possess or include within its Development Team, the requisite experience to manage LIHTC housing and provide effective training to HACG in management and compliance of said LIHTC housing. It is HACG’s intention to use its relationship with the Fee Developer to enhance its property management expertise and to share in property management responsibilities. During the initial two years (approximate) of operation of the property, HACG wants, through a mentoring and training process with the Management Agent, to transition into full management of the property twelve months after stabilization. Of course all management transitions are subject to the approval of the Owner Entity and LIHTC Investor.

8.3 Site-based Waiting List

The Ownership Entity, through its Management Agent, will develop and maintain a site-based waiting list for the public housing-eligible units in the New Community. The site-based waiting list shall be operated in accordance with policies approved by HACG and adopted as part of its Annual Plan, in accordance with HUD requirements. The Management Agent shall use the site-based waiting list to select applicants for occupancy, subject to screening and eligibility requirements. HACG will furnish the Management Agent with the initial site-based waiting list that will consist of CHASE HOMES residents who have indicated a desire to live in the New Community.

9. COMMUNITY AND SUPPORTIVE SERVICES

HACG has formulated and will implement a basic Community and Supportive Services (CSS) program based on the stated needs of Chase Homes residents. Since the majority of the current Chase Homes residents are economically disadvantaged, the major thrust of the CSS effort will be a family self-sufficiency program. HACG will work with local organizations to provide the

necessary job training, counseling, job placement and follow-up assistance, together with limited child care subsidy, transportation assistance, and other initiatives aimed at removing barriers to employment.

In addition, HACG will work with other organizations to provide largely in-kind services in other areas identified in the survey such as youth programs, elderly services, economic development assistance, healthcare, transportation, and education.

The selected Fee Developer will be expected to coordinate with and support the CSS activities as part of the overall development effort including potential Section 3 employment opportunities or WBE / MBE enterprises.

10. SUPPLEMENTAL INFORMATION

The following documents are available to provide supplemental information to prospective developers:

- Draft Form of Revitalization Agreement
- HUD Notice PIH 2011-38 Public Housing Development Total Development Cost (TDC) issued July 20, 2011 by the U.S. Department of Housing and Urban Development
- City Village District Revitalization Plan
- Georgia Department of Community Affairs 2016 Threshold Requirements for:
 1. Developer Experience Determination
 2. Manager Experience Determination

Supplemental Information is available for viewing at HACG Central Office by appointment only. Please contact Verona Campbell at 706 571 2800 x811 to schedule an appointment.

Supplemental Information may be purchased in its entirety at its reproduction and handling cost of Fifty Dollars (\$50.00).

SECTION C - SUBMISSION REQUIREMENTS AND EVALUATION CRITERIA

1. Submission Requirements

- A. Letter of Interest with requested information and proposed working agreements
- B. Team Experience and Qualifications
 1. Team Description
 2. Profile of the Fee Developer
 3. Profiles of Development Team Members
- C. Provision of Community and Supportive Services
- D. Proposed Fee Developer Approach for HACG Capacity Building

- E. Community, Resident and Minority Participation
- F. Certifications and Assurances
- G. Other Attachments

2. Description of Each Submission Requirement

The instructions below provide guidance on what the qualification-based proposal should contain and how it should be organized. Offerors must assemble submissions in the order described below and place proposals in 3-ring binders with tabs clearly identifying each section. Proposals must be organized in the order described in the Request for Qualifications.

A. Letter of Interest

At the beginning of each proposal, the Fee Developer must provide a letter of interest listing the Fee Developer team members and identifying the primary contact person. The letter must be signed by an authorized principal of the Fee Developers' firm and include a statement that the proposal will remain valid for not less than one hundred eighty (180) days from the due date.

The letter of interest must also contain information about the Fee Developer's proposal to work with HACG on this revitalization effort. Please include your specific cost proposal. The cost proposal is not a construction estimate, but instead a reflection of the fees that the Fee Developer proposes to HACG for sharing in the project work and risk with HACG.

Demolition Construction Management

Construction Management Fee for demolition of the current buildings, site clearance, and existing infrastructure removal. Include any add-ons, staffing costs, or direct reimbursements proposed for the Fee Developer's oversight.

Infrastructure Construction Management

Construction Management Fee for design and construction of the new public infrastructure. Include any add-ons, staffing costs, or direct reimbursements proposed for the Fee Developer's oversight.

Developer Fee Split

Provide the developer fee distribution that you propose for HACG and the Fee Developer recognizing that HUD approves fees up to 12% unless special justification supports a fee greater than 12% and up to the 15% allowed by the Georgia DCA. Recall that the per the RFQ, the Fee Developer will provide assistance in securing project financing and will be responsible for the design of all rental housing, construction of all rental housing, and providing construction completion guarantees. Also, recall that HACG is providing reimbursement for up to 50% of all third-party costs. Include any add-ons, staffing costs, or direct reimbursements proposed for the Fee Developer's oversight. **The developer split between HACG and the Fee Developer will be at a minimum 50/50.**

Property Management Fee

Specify the proposed property management fee for the initial operation, leasing, compliance, and management of the rental housing. Specify a proposed date for transition of the rental property management to HACG.

B. Team Experience and Qualifications

1. Team Description: Provide general information on the Fee Developer and the Development Team, including the following information:

- a. Name of Fee Developer and proposed role.
- b. Main address, telephone/fax numbers and email address of Fee Developer firm.
- c. Address and telephone number of the office from which services will be provided to the development (if different from above).
- d. Contact person, title, telephone/fax numbers and email address.
- e. Description of the size, number of employees and the current workload of the Fee Developer.
- f. Identify the individual who will serve as Project Manager for the Fee Developer and who will direct and coordinate the development effort to completion.
- g. List the members of the Development Team. All entities that comprise the team should be identified, indicating their specialization(s) and specific contribution to the team. Fee Developers are encouraged to include specialists for all components of the program including design, property management, and legal and financing professionals. With regard to a construction contractor, please identify a construction partner or provide an explanation of why and how the construction partner(s) will be selected later.
- h. Provide a brief narrative description of previous collaboration among some or all members of the Fee Developer.
- i. For each discipline represented on your Development Team, indicate whether in your judgment familiarity with state or local rules, practices, conditions or personnel is important to the effective accomplishment of the development and, if so, indicate the extent of and basis for your team's familiarity.

2. Profile of the Fee Developer: Provide an overview of the Fee Developer's experience in the design, construction and management of projects similar to what is proposed. Include the following information:

1. Identify all mixed use/mixed finance efforts in which the Fee Developer has been, or is currently involved.
2. Provide three examples of previous projects evidencing the Fee Developer's experience with successful new construction of multi-family and mixed-use rental properties of similar size in an urban setting, including any such projects that provide evidence of the Fee Developer's experience in utilizing layered financing, including Low-Income Housing Tax Credits (LIHTC), tax-exempt housing revenue bonds, or other types of funding programs. State the source and amount of funding for each example. Include information about rent-up period, current occupancy, income groups served and operating deficit history.

3. List five most recent LIHTC projects successfully completed, identifying the states where they are located, the size of the tax credit allocations and tax exempt bond allocations received, who the investor was and how much the investor paid for the tax credits (expressed in cents per tax credit dollar), specify the number of units, the unit size mix, the income groups served and the cost of each project.
4. Provide evidence of ability to meet Phase I development requirements, including information on planned or existing housing development projects, existing financial commitments and sites under developer control through which the developer could provide near-term potential off-site housing development opportunities (see Section 2.5.1 of this RFQ).
5. Provide a narrative description of the Fee Developer's previous expertise in integrating community and supportive services and Section 3 goals into the overall development and maintenance of similar projects.
6. The Fee Developer has a significant role in this project related to securing LIHTC resources and complying with LIHTC requirements as Owner, Developer and Manager. Fee Developers or Development Teams are required to demonstrate to HACG specific prequalification with the Georgia Department of Community Affairs (DCA) to serve in these three roles. Provide copies of the GHFA correspondence qualifying the Developer or appropriate member(s) of the team as "Developer", "Owner", and "Manager" under Georgia LIHTC requirements. Please note that this is a threshold requirement for the submissions to DCA. The GHFA listing of approved parties for 2016 is provided at: <http://www.dca.state.ga.us/housing/HousingDevelopment/programs/downloads/2016QAPdocs/EntitiesDeterminedToBeExperiencedIn2016.xls>
7. Provide profiles of key staff, including the Project Manager, who will be involved in the redevelopment effort. Specify the roles of key staff in carrying out this development initiative and their previous experience with housing development and redevelopment efforts. For the Project Manager, and other key staff, identify what commitment of his/her time you will make if selected; identify the nature and extent of his/her involvement in other current projects and what adjustments would be made, if any, to these assignments, if selected.
8. Attach financial statements from the Fee Developer or any affiliate who will be providing guarantees for the project. The financial statement must be current and should show the assets, liabilities and net worth of the entity. The Fee Developer must also provide the firm's most recent audit or a current financial statement prepared by a Certified Public Accountant. Additionally, submit bank references for the Fee Developer. Any entity whose financial statement is provided may be required to be a party to, or guarantee the performance of, the Revitalization Agreement and closing documents for any development phase.
9. In addition to the bank references, three relevant references must be submitted for the Fee Developer. References that are relevant to the scope of work as anticipated in this RFQ and from among the following entities are desirable.
 - Construction lender or Permanent lender
 - General contractor on a comparable development
 - Low Income Housing Tax Credit limited partner investor
 - Prior joint development partner in a comparable development
 - A Public Housing Authority or community-based group that has worked with the Fee Developer on a specific development in which the Fee Developer provided training and capacity building as described in this RFQ.

3. Profiles of Development Team Members:

1. For team members not directly employed by the Fee Developer, provide an overview of their experience in contributing to affordable housing redevelopment in a role as anticipated in your response to this RFQ.
2. Provide three examples of projects (completed or underway) evidencing the experience of the architectural firm with the design of residential developments similar to the Chase Homes Revitalization.
3. Three references must be submitted for each member of the Fee Developer. Your architect's references should be connected with the projects provided as examples and able to comment on any issues of cost or feasibility encountered with the designs.

Note: In providing references in accordance with 2(g) and 3(c), please provide name, title, organization name, phone number, fax, and e-mail address, and the name of the affordable rental housing, owner housing, or commercial development with which the reference is familiar. The HACG will verify references, as appropriate.

C. Provision of Community and Supportive Services

The HACG intends to implement a Community and Supportive Services Plan that will include all public housing residents in the New Community. The HACG may have limited funds available for the provision of community and supportive services post-revitalization. However, the HACG will view favorably an Offeror who can bring other resources, so that residents have sustained access to the supportive services they need to adequately provide for the emotional, physical and economic health and well-being of their families.

In narrative form, please identify the type of on-going community and supportive service arrangements and partnerships the Offeror has either implemented, or arranged, at mixed-income housing developments of comparable size and complexity in urban areas. Also state the proposed plan for supporting or supplementing the provision of community and supportive services at the New Community.

D. Proposed Fee Developer Approach for HACG Capacity Building

HACG will use the Chase Homes Revitalization Program as a vehicle to provide high quality housing for low-income families within a socially diverse setting and as a means to further enhance the capacity and knowledge of its staff, increase its familiarity with modern development and property management skills, and strengthen its financial base. Respondents to the RFQ will be asked to provide methodology and describe their approach to assisting HACG to meet this requirement.

E. Community, Resident and Minority Participation

1. Equal Opportunity (MBE/WBE) and Non-Discrimination

Offeror must include a discussion of the approach and methods your team will utilize to assure strong participation by minority-owned and women-owned businesses. To the extent such businesses are included in the team or committed to be part of the development, they should be identified. Prior development experience utilizing MBE/WBE businesses should be described in sufficient detail to permit the selection panel to determine the team's track record and likely success. Offeror should also describe its commitment to equal employment under Executive Order 11246, the Vietnam Veterans' Readjustment Act and Rehabilitation Act of 1973.

2. Section 3 (Housing Act of 1968) Compliance

Offeror must include a discussion of the approach and methods your team will utilize to assure significant employment of residents of the HACG and other individuals eligible as Section 3 participants. Offeror should indicate that they will require all contractors and subcontractors to utilize appropriate State-approved apprenticeship programs when available as a means to meet the Section 3 employment goals.

3. Community and Resident Participation

Describe how the team will involve the Chase Homes Resident Planning Committee and Community Task Force and in the planning and implementation of the redevelopment initiative. The response must include a discussion of the approach and methods your team will utilize to assure stimulation of the local economy by using local businesses including construction contractors, subcontractors and suppliers.

F. Certifications and Assurances

Offeror must complete and submit the required certifications and assurance forms located in the Appendix, and may be subsequently required to furnish certifications regarding debarment and suspension, as well as other standard certifications and reference release forms.

The successful Fee Developer must be willing to comply with all terms and conditions of the RFQ. As a general requirement, the RFQ specifies that all work is to be performed in accordance with professional standards, HUD regulations, requirements and criteria and local codes, regulations, ordinances and statutes. It will be the HACG's full expectation and a contractual requirement that the successful Fee Developer fully and routinely meet the above requirements.

G. Other Attachments

Offerors may attach, at the end of their submission, other promotional materials or work products that would demonstrate their experience and qualifications.

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3. Evaluation Criteria

The following evaluation factors will be used in determining the Fee Developers who are deemed within a competitive range for further consideration. The interviews of Fee Developers in the competitive range will be used to identify the top-rated Fee Developer for negotiation of an agreement. Each proposal has a total possible score of 100 points.

Points Available	Criteria	Description of Criteria
45 points	Experience and Capacity of the Fee Developer	<p>The degree to which the Fee Developer demonstrates:</p> <ul style="list-style-type: none"> • Successful experience in the design and construction of mixed-income and mixed-use housing development projects of comparable size and complexity in urban areas; • Ability to obtain, structure and implement layered financing (including LIHTC in Georgia) for such projects; • Financial capacity (of the developer/provider of guarantees); • Familiarity with requirements applicable to mixed-finance development and public housing operation • Capacity to meet Phase I development requirements (see Section 2.5.1 of this RFQ) • Demonstrated ability of Fee Developer to provide the required training of HACG in real estate development • Prequalification under Georgia Department of Community Affairs (DCA) as a qualified Owner, Developer, and Manager of LIHTC housing is required of the developer or specific member of the Team.
25 points	Experience and Capacity of the Development Team	<ul style="list-style-type: none"> • Cohesion of the team (including Fee Developer), as demonstrated by experience working together, and coherence of their technical responses. • Degree to which members of team (other than the Fee Developer) demonstrate successful experience in their respective disciplines as required for the design, development and operation of mixed-income developments of comparable size and complexity in urban areas. • If applicable, degree to which Fee Developer offers satisfactory justification for deferring until a later date the selection of some Fee Developer members. • Degree of team's familiarity and experience with state or local rules, practices, conditions or personnel that are important to the effective accomplishment of the development.
20 points	Experience and Capacity to Manage the Property	<ul style="list-style-type: none"> • The degree to which the Fee Developer demonstrates successful experience with ownership and property management (either directly or through supervision of property management provided by a third party) of mixed-income rental developments of a similar size. • Fee Developer's ability to observe public housing operational and reporting requirements\ • Demonstrated capacity of Fee Developer to provide the required training of HACG in LIHTC Compliance and market rate property management
5 points	Equal Opportunity (MBE/WBE) and Non-Discrimination	<ul style="list-style-type: none"> • The degree to which the Fee Developer provides for minority and women-owned business participation reflective of the local community and demonstrates compliance with equal opportunity and non-discrimination requirements.
5 points	Section 3 Compliance and Resident Participation	<ul style="list-style-type: none"> • The degree to which the Fee Developer demonstrates experience in, and an effective approach to, compliance with Section 3 requirements and resident participation.

SECTION D – SELECTION PROCESS AND SCHEDULE

1. Selection Process

The purpose of this RFQ is to solicit meaningful proposals so that the HACG may select, from a range of proposals, one that best meets its needs and requirements. HACG urges all interested developers to carefully review the requirements of this RFQ. Written proposals containing the requested information will serve as the primary basis for final selection.

HACG reserves the right to conduct negotiations with one or more Offerors, if in the sole opinion of the HACG, that method will provide the greatest benefit to the HACG.

All proposals will be initially reviewed to determine compliance with the submission requirements specified in this RFQ. Proposals that do not comply with these requirements may be rejected without further review.

The evaluation criteria stated above will be used to determine the most competitive Offerors. At HACG's option, Offerors may be asked to participate in an interview process to further discuss how they will specifically apply their qualifications and experience in converting a plan for the Chase Homes Revitalization project into a feasible, sustainable, mixed-income and mixed-use urban development. HACG will use the interviews, reference checks and best and final offer to make a final determination of selection in accordance with the stated Evaluation Criteria.

2. Pre-Proposal Conference

A pre-proposal conference will be held at 10:00 a.m. Eastern Standard Time on August 11, 2016 at HACG's Central Office 1000 Wynnton Road Columbus, GA 31902. A site visit will be conducted the same day immediately following the Pre-Proposal Conference. HACG will not be responsible for transportation to the Chase Homes Community.

Although attendance at the pre-proposal conference and site visit is not mandatory, it is highly recommended. The conference will provide potential Offerors with a briefing on the Chase Homes Revitalization program, the opportunity to discuss the project with HACG staff and tour the existing developments and adjacent neighborhoods. A summary of questions asked by participants, with the HACG's responses, will be forwarded to all potential Offerors on HACG's list of interested parties and those attending the pre-proposal conference.

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3. Procurement Schedule (Dates are approximate and for planning purposes only)

Procurement Activity	Date
Issue RFQ	08/01/16
Pre-proposal Conference	08/11/16
Final Day to Submit Written Questions	08/18/16
Final Addendum to RFQ Issued	08/22/16
Proposals Due	08/26/16
Review Proposals, Complete Initial Rating, and Verify References	08/30/16
Notify Offerors Within Competitive Range of Interview Date	08/31/16
Conduct Interviews	09/07/16-09/09/16
Conduct Final Review	09/12/16
Conduct Final Due Diligence	09/14/16
Internal Recommendation for Fee Developer Selection	09/19/16
Request Executive Director and Board Approval of Fee Developer Selection	09/28/16
Formal Notification of Selection by HACG	09/29/16
Revitalization Agreement Preparation and Negotiation	10/01/16 – 10/10/16
Revitalization Agreement Executed	10/17/16
LIHTC Application Developed	04/01/17
LIHTC Application Submitted	06/07/17

4. Response Due Date

Proposals submitted in response to this solicitation will be accepted until Friday, August 26, 2016 at 4:00 p.m. Offerors must provide one (1) original clearly marked “ORIGINAL” and eight (8) copies, each of which should be clearly marked “COPY”. The required submission must be placed in envelopes or boxes marked “Louis T. Chase Homes Revitalization Fee Developer Qualifications” and delivered to:

J. Len Williams, Executive Director
Housing Authority of Columbus GA
1000 Wynnton Road
Columbus, GA 31902

Proposals Due by August 26, 2016

The submission deadline is firm as to date and hour. An Offeror may select any mode of delivery. However, the risk of non-delivery shall remain with the Offeror. HACG will treat as ineligible for consideration any submission that is received after the deadline. Upon receipt of each proposal, HACG will date stamp it to evidence timely or late receipt and, upon request, provide the Offeror with an acknowledgement of receipt. Faxed or emailed submissions will not be accepted. All timely submissions become the property of HACG and will not be returned. Proposals will be held in confidence and provided only to those involved in the procurement process. Financial statements and bank references may be placed in a separate sealed envelope marked “confidential.” All information from non-successful Offerors, which is clearly identified as confidential, will be returned to the Offeror after the date the agreement is executed with the selected Offeror.

5. Committee to Evaluate the Proposals

In accordance with 24 CFR Part 85, a Committee has been established that will be responsible for overseeing the development team procurement process and making a selection recommendation to HACG's Executive Director and Board of Commissioners. The Committee will be made up of representatives of HACG, and a member of the Chase Homes Resident Council. The Committee will determine which proposals are competitive based on the established evaluation criteria and point system. Offerors whose proposals are determined to be in the competitive range may be interviewed by the Selection Committee, at HACG's option. Following the interviews (if required), offerors may be required to submit supplemental information. The Selection Committee will then assign a final score for each proposal.

The Committee may consider unacceptable any proposal for which critical information is lacking or whose 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 HACG, be corrected subsequent to the submission due date.

6. HACG Procurement Policy

HACG may reject any or all proposals that are determined not to be in the HACG's best interests. In addition, HACG reserves the right to waive any informalities or minor irregularities if it serves the parties' best interest to do so. The HACG will select an Offeror based on the evaluation criteria, subject to the negotiation of fair and reasonable compensation.

SECTION E - GENERAL INFORMATION

1. Interpretation

The intent of this RFQ is to establish the general specifications for the professional services needed and to provide prospective Offerors with sufficient information to enable them to provide an acceptable response to this RFQ. Every effort has been made to outline requirements and to provide information in a format that is clear and concise. Nevertheless, questions may arise, or additional information may be needed. Questions and inquiries regarding this RFQ may only be submitted in writing (via post, email or fax) and should refer to the specific paragraph in question. **All inquiries and questions must be received by August 18, 2016.** Inquiries must be submitted to:

Verona Campbell, Chief Real Estate Officer
Housing Authority of Columbus GA
1000 Wynnton Road
Columbus, GA 31902

Questions due by August 18, 2016

Responses to inquiries will be provided as written addenda to this RFQ and will be on file and available for inspection at HACG offices. HACG will provide copies of all addenda to all potential Offerors to whom this RFQ has been provided. The addenda shall become part of this RFQ and all Offerors will be bound by the addenda.

2. HACG Options

HACG reserves the right to at any time, in its sole discretion and for any reason, to do any or all of the following:

- a. Waive or correct any immaterial defect or technical error in any response, proposal or proposal procedure, as part of the RFQ or any subsequent negotiation process;
- b. Reject, in whole or in part, any and all proposals received in response to this RFQ which are incomplete and/or non-responsive;
- c. Request that certain or all Offerors to this RFQ supplement or modify certain aspects of the information or proposals submitted;
- d. Cancel this RFQ and/or reissue a request for proposals;
- e. Procure any service by any other means legally permitted;
- f. Modify the selection procedure, the scope of the proposed project or the required responses; and
- g. Extend deadlines for accepting proposals, request amendments to proposals after expiration deadlines, or negotiate or approve final agreements.

All Offerors shall comply with the conditions, requirements and specifications contained herein. Any departure shall constitute sufficient cause for rejection of the proposal at HACG's discretion.

No award will be made to any Offeror that is determined not responsible to perform or if suspended, debarred, or otherwise determined ineligible to receive an award by HUD in accordance with 24 CFR Part 24. Prior to award, HACG will review the proposed Offeror's ability to perform the contract successfully, considering such factors as the Offeror's integrity (including a review of the List of Parties Excluded from Federal Procurement and Non-Procurement Programs published by the General Services Administration), compliance with public policy, record of past performance (including contacting the Offeror's previous clients), and financial and technical resources.

HACG will accept only one proposal from each Offeror. However, subconsultants may participate as members of more than one Offeror's development team.

3. No Claim Against the HACG

An Offeror shall not obtain, by submitting a proposal in response to this RFQ, any claim against HACG or HACG's property by reason of all or any part of any of the following: any aspect of this RFQ; the selection process; the rejection of any or all offers; the acceptance of any offer; entering into any agreements or the failure to enter into any agreements; any statement, representations, acts or omissions of HACG or any person or entity acting on its behalf; the exercise of any discretion set forth in or concerning any of the foregoing; and any other matters arising out of the foregoing.

The Offeror will be responsible for all costs incurred in preparing a response to this RFQ. All material and documents submitted by Offeror will become the property of HACG and will not be returned. The Offeror selected for further interviews and negotiations will be responsible for all costs incurred in connection therewith.

4. Personnel

In submitting a proposal, the Offeror is representing that the personnel described in their proposal shall be available to perform the services described, barring illness, accident or other unforeseeable events of a similar nature in which cases the Offeror must be able to provide a qualified replacement. Furthermore, all personnel shall be considered to be, at all times, the sole employees of the Offeror under its sole direction, and not employees or agents of HACG.

5. Contact with HACG Staff, Board Members and Residents

All communications with HACG shall be in writing to:

Verona Campbell, Chief Real Estate Officer
Housing Authority of Columbus GA
1000 Wynnton Road
Columbus, GA 31902

Beyond the above referenced written communications, Offerors and their representatives may not make any other form of contact with HACG Staff, Board Members or Residents. Any improper contact by or on behalf of an Offeror may be grounds for disqualification.

6. Contract Form and Issues

This RFQ will lead to a Revitalization Agreement, the exact terms of which will be negotiated between HACG and the successful Offeror. No contractual rights shall arise out of the process of negotiation until such time as the HACG and the selected Offeror have signed an agreement. Work under the agreement shall commence immediately upon execution. HUD must approve the Offeror agreement prior to execution.

7. Rules, Regulations and Licensing Requirements

The Offeror, their staff and agents shall comply with all laws, ordinances and regulations applicable to the services specified herein, especially those applicable to conflict of interest. Offerors are presumed to be familiar with all Federal, State and Local Laws, Ordinances, Codes, Rules and Regulations that may in any way affect the services to be provided.

8. Equal Opportunity Employment

Offerors agree that there will be no discrimination as to race, gender, 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. Offerors must also agree to comply with Executive Order 11246 entitled "Equal Employment Opportunity" as amended by Executive Order 11375, as supplemented by the Department of Labor Regulations (41 CFR Part 60).

END OF TEXT