

**THE WHITE PLAINS HOUSING AUTHORITY**

223 Martin Luther King Jr. Boulevard White Plains, New York 10601

**Request for Qualifications & Proposals  
for  
Co-Development Partner(s)  
for the White Plains Housing Authority's  
Redevelopment of the Winbrook Public Housing Development**

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223 Martin Luther King Jr. Boulevard

White Plains, New York 10601

**Request for Qualifications for a Co-Development Partner for the White Plains Housing Authority's  
Redevelopment of the Winbrook Public Housing Development**

The White Plains Housing Authority (WPHA or Authority) is seeking a co-development partner(s) for the redevelopment of the Winbrook public housing development. The selected partner will co-develop the property under a public-private co-development agreement with the WPHA or its affiliate

The solicitation contains submission requirements, project descriptions, terms and conditions and other pertinent information for submitting a proper and responsive response to the solicitation. Prospective Offerors desiring any explanation or interpretation of the solicitation are encouraged to participate in a pre-submittal Meeting to be held at 1:00 p.m. on **April 13, 2016** at 223 Martin Luther King, Jr. Boulevard, White Plains, New York or submit written questions as per the solicitation.

**To obtain the solicitation by the following business day, please send request, subject of the email "Winbrook Co-Development Partner RFQ" to Mr. Gil Galli at ggalli@wphany.com.** Packages will be available on line beginning on March 28, 2016.

All responses to the solicitation must be enclosed in a sealed envelope and labeled as follows: "Winbrook Co-Development Partner" solicitation, **Due Date May 6, 2016 and Time, 4:00 P.M.** The solicitation response must be addressed to Mack Carter, Executive Director, White Plains Housing Authority, 223 Martin Luther King Jr. Boulevard, White Plains, New York 10601. Late submissions will be handled in accordance with the provisions in Form HUD-5369-B. WPHA reserve the right to reject any and all proposals.

**Notice:** Any contact related to this procurement, with members of the WPHA Board of Commissioners, or WPHA officers and employees other than the contact person shown above, during the procurement process could result in disqualification of a proposal.

Mack Carter

Executive Director

White Plains Housing Authority

INTRODUCTION	4
THE WPHA REDEVELOPMENT STRATEGY	5
SCOPE OF WORK	6
SUBMITTAL REQUIREMENTS	8
SUBMISSION FORMAT	9
<b>Submittal Requirements:</b>	<b>9</b>
Tab 1— Letter of Interest	9
Tab 2 - Team Description	10
Tab 3 - Co-Development Partner Profile	11
Tab 4 – Property and Asset Management Experience	12
Tab 5- Financial Development Experience	12
Tab 6 – Operational Approach	13
Tab 7 - Business Terms	14
Tab 8 – Technical Response and Concept Plan	14
Tab 9 - Required Certification Forms and Affidavits	15
CO-DEVELOPER EVALUATION CRITERIA	16
Summary Criteria and Scoring	17
SELECTION PROCESS	18

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Redevelopment of the Winbrook Public Housing Development  
Solicitation # \_\_\_\_\_**

**INTRODUCTION**

The White Plains Housing Authority (WPHA) portfolio includes 360 units of conventional Public Housing in 4 individual 9 story structures known as Winbrook Housing and on vacant 90 unit building to be demolished as part of the first phase of development. Winbrook is situated on a 9.3 acre parcel bounded by South Lexington Ave, Post Road East, Martin Luther King Jr. Boulevard, and Quarropas Street in the Northwest area of the City in close proximity to downtown White Plains.

The Winbrook development, built in the 1950s, while well maintained, is functionally obsolete and in need of significant upgrading and revitalization. HUD has recently approved a number of the buildings for demolition under the Section 18 inventory removal process. The development maintains at least a 98-99% occupancy rate.

The WPHA is seeking qualified developers or development teams to partner) with WPHA for Phase II and subsequent phases of the Winbrook public housing redevelopment. The WPHA will be significantly involved in the planning and decision making for the redevelopment effort and is seeking a partner to participate in its planning and implementation.

The property has significant features and strengths that offer distinct opportunities and potential uses in a plan for redevelopment. The location of the property, its size and proximity to key community parks and institutional resources such as County and Federal Court facilities, the White Plains Hospital and the Galleria at White Plains commercial center are significant features that will support and enhance redevelopment opportunities.

The successful respondent(s) must articulate and present preliminary redevelopment concepts for the property integrating the parcel into the greater community, increasing access to affordable and quality housing, strengthening community resources, and providing an appropriate affordable mixed income housing concept for the site.

The successful development partner must demonstrate the ability and past experience working with the significant involvement of a PHA to implement a comprehensive redevelopment plan. Proposals must clearly demonstrate and commit to providing affordable housing opportunities to the residents of the site in accordance with the requirement to provide replacement of assisted housing units at a minimum ratio of 1:1 with all residents provided the right to remain or return to the site post redevelopment.

Proposals must clearly commit to including Winbrook residents, the community and institutional stakeholders in its redevelopment planning process.

Proposals must demonstrate the proposer's experience, capacity and readiness to financially and technically refine, plan, finance, implement and manage the proposed concept in coordination and in partnership with WPHA and its affiliate company. Responses must clearly articulate and demonstrate previous experience and qualifications relative to the implementation of programs of similar scale, cost and complexity as described in response to this solicitation.

The WPHA encourages creative proposals that benefit the overall redevelopment effort, the WPHA and the resident community. Respondents are encouraged to enter into joint venture relationships with development team participants, where appropriate, to create highly qualified and experienced teams responsive to the needs of the WPHA.

Initially, the successful proposer will enter into an agreement with WPHA to refine the concepts presented in their response fully detail the financing options and approaches proposed, provide substantial evidence of the developer/team's financial ability to complete the proposed development, and to develop a clearly articulated redevelopment plan in detail. In collaboration with WPHA, the selected development partner will be responsible for communicating progress and details developed during preparation of the plan to residents, the City, key stakeholders, and the broader community.

Subject to the satisfactory completion and acceptance/approval of the redevelopment plan by the WPHA, one or more development agreements will be negotiated and executed by WPHA or its affiliate with the selected development partner with the WPHA as a co-developer. The development agreement(s) may involve one or more phases of redevelopment. Note that the WPHA may elect to execute agreements for each specific development phase or component individually.

Each of the development agreement(s) will delineate the roles and responsibilities of WPHA, its affiliate and the development partner and will define relevant business terms, milestones and parameters for the redevelopment phase or component. The selected Development Partner in collaboration with the WPHA, will be responsible for securing funding for pre-development, the development program, financial closing, construction, lease up and management.

The WPHA goals for the redevelopment are:

- I. To transform property into financially, operationally and socially sustainable affordable housing development;
- II. To preserve and maintain housing for the existing residents of the property without displacement or relocation of the residents; and,
- III. Maintain significant ownership, operational and management control of the redeveloped property.

## **The WPHA Redevelopment Strategy**

For more than a decade, the WPHA has actively partnered with developers to address the physical needs and unfunded capital liabilities of their properties at the project level. The Authority's strategy for the continued redevelopment of Winbrook will continue that approach with the Authority continuing a significant leadership, ownership and operational role in the redevelopment. Responsive firms will describe in detail their experience assisting housing authorities and not for profit entities in supporting the entity meet its goals. This should include areas of development management, property and asset management, and LIHTC regulatory compliance. The Authority encourages explanations of how the

respondent's history and prior experience in these areas will assist the WPHA to continue this strategy and accomplish its goals.

The Authority and its co-development partner will apply for all available and applicable public and private resources to finance the redevelopment, including available predevelopment funding, State funds, tax- exempt bonds and low income housing tax credits. To be responsive, the respondent will detail in its statements of qualification, its history and experience in prior developments with similar redevelopment initiatives and detail how this will be utilized in the proposed program.

## **SCOPE OF WORK**

The Authority invites developers interested in partnering with the Authority as a co-developer to respond to this request for qualifications with their qualifications and concept for redeveloping the property. The co-developer selected through this process must demonstrate experience in public housing redevelopment to viable affordable housing under a variety of financial models. The redevelopment must preserve affordability and respect the rights of residents of the property to remain after rehabilitation. The WPHA encourages respondents to detail past experiences in this regard and will require the selected development partner to propose creative forms of partnerships that will benefit the development team, the WPHA, and the resident community. Respondents are encouraged to explain how past experiences and relationships have enabled them to successfully undertake similarly complex redevelopment efforts including predevelopment, development, post renovation and occupancy.

The selected co-development partner will be expected to work with the WPHA and its advisors in refining the existing redevelopment plan for the property in order to optimize the value of the development while simultaneously advancing the agency's social equity, environmental, and economic objectives. The agency is open to a number of ways that a partnership can be formulated in order to achieve these outcomes.

### **Expectations for the Public-Private Partnership**

As a public housing agency with decades of experience in community redevelopment, WPHA envisions this relationship with the co-developer as a "public-private partnership". WPHA is willing to consider legal structures for the co-development partnership that will allow it to achieve its objectives for the redevelopment of its properties, are compliant with HUD policy, consistent with the mission of the WPHA and which will allow the co-development partner to achieve its reasonable business objectives.

Proposers are strongly encouraged to closely examine the requirements outlined below and to submit a proposal with preliminary plans and concepts that are responsive to the area, the neighborhood, the market and the environment. Proposals should provide a clear and well-articulated narrative detailing how the proposed development plan will result in the successful and sustainable revitalization and transformation of the neighborhood.

Each proposer's conceptual redevelopment plans should consider the following as desired program elements for the redevelopment "Plan":

1. The plan should envision the creation of a new, economically viable, mixed-income community for the site. The plan can include a mix of affordable and market rate rental units that the proposer believes to be viable, sustainable, and beneficial to both the immediate neighborhoods and the community as a whole. There shall be no discernible physical or perceptual differences between housing unit types proposed for varying income levels.

2. The proposal must describe and detail the number of units provided for former residents and a commitment to enable the residents to remain on site with the minimum being one for one replacement. Offsite relocation during redevelopment is not an option. The proposal should clearly indicate the proposer's plan to accommodate former residents who desire and are qualified to return to re-occupy units in the new development. The plan shall include at a minimum the number and type of units needed for this purpose on a 1:1 replacement of current units.
3. In addition to housing targeted towards former residents, the proposal should describe the overall number of affordable housing units within the redeveloped community. Recognizing the need expressed in studies to date, the WPHA wishes to maintain a high level of affordability in the redeveloped community. To qualify as "affordable", units, regardless of type, must be affordable to households with incomes at or below 80% of AMI. Specific income tiers, funding sources and affordability criteria should be identified and explained.
4. The WPHA understands that certain funding sources and economic considerations often require a financial structure with specific requirements. The proposal or plan should detail in a narrative such structures, mixes and the unit types (i.e. accessible units) consistent with the proposed funding source requirements.
5. The proposal should envision the creation of an environmentally sustainable community by developing structures and using processes that are environmentally responsible and resource-efficient throughout a building's life cycle from siting to design, construction, operation and maintenance consistent with HCR's green standards. Plans should incorporate open spaces, walkability principles and public transit options.
6. The proposal should connect to, if practical and economically feasible, adjacent stakeholder uses around the site to develop a larger community focus that addresses needs based on market analysis assumptions and community viability.
7. The response should clearly identify funding sources appropriate for the redevelopment program, maximizing efficiency and effectiveness of public capital proposed for the redevelopment. The WPHA seeks responses that will leverage public and private investment to the greatest extent possible and minimize WPHA investment in predevelopment and development costs.
8. The response should provide complete financial scenarios for predevelopment, development and operations including sources of funds (public and private), uses of funds, phasing as related to financing and relocation, permanent sources, and representative projects where such financing has been successfully accomplished by the respondent in the last five years with an emphasis on projects completed in the State of New York.
9. The proposal or plan should strive to create a diverse community that incorporates and provides access to commercial, recreational, healthcare, economic development, transportation and educational opportunities targeted at strengthening the economic and social vitality of the area.
10. The proposal or plan clearly describe public/private partnership opportunities, inclusive of the WPHA, for financing, development, property management, and the provision of community services. Joint ventures or collaborative partnerships, including public-private partnerships, are highly encouraged to ensure that redevelopment, operation and management are implemented by the most qualified and experienced partners. The WPHA envisions a significant role in the developed project including significant ownership, property and asset management roles and the WPHA will consider development only proposals.

11. The WPHA will be seeking to negotiate terms recognizing its significant investment of resources including funding, land, and the roles and responsibilities to be anticipated by WPHA throughout the development process.
12. The plan presented must provide for a sharing of all developer's fees to be generated by project development activity. In this regard, the proposer may offer a greater amount but should be aware that 30% of the developer's fee is the minimum fee that is considered appropriate in recognition of the WPHA's investment in the development.

The above goals are for consideration by respondents and are only preliminary program goals. They are subject to change with refinement and discussion throughout the planning and redevelopment process. Respondents are encouraged to independently consider the options and opportunities for redevelopment of the properties that provide the greatest benefit to WPHA and the community.

The WPHA will bring to the partnership its ownership of the property, property and asset management expertise and resources, its years of experience and relationships in development finance and its expertise in developing affordable housing in the City of White Plains.

The Co-developer will be expected to contribute its expertise in affordable housing finance and development, its access to capital, its sophistication in development, financial and project management as well as its ability to work successfully within a public-private partnership.

## **SUBMITTAL REQUIREMENTS**

### **Schedule:**

**Pre-Submittal Meeting:** A Pre-Submittal meeting will be held at 1:00 p.m. on April 13, 2016 at the White Plains Housing Authority.

**Deadline for Questions:** Any questions or requests for further information must be directed in writing no later than 4:00 p.m. on April 18, 2016, via email to [ggalli@wphany.com](mailto:ggalli@wphany.com).

**Addenda:** Questions received by the deadline for questions will be included in an Addendum along with WPHA's responses to those questions. Any changes or clarifications to this solicitation will be included in an addendum at that time.

It is the responsibility of respondents to check the WPHA website prior to submission of a proposal to review and download any addenda issued.

**Respondent Submittal:** Submittals are to be received at the following address no later than 4:00 p.m. on May 6, 2016:

**Attn: Mack Carter  
Executive Director, White Plains Housing Authority  
223 Martin Luther King, JR Boulevard  
White Plains, New York 10601**

Late submissions will be handled in accordance with the provisions in Form HUD-5369-B. WPHA reserve the right to reject any and all proposals. *NOTE: A faxed or e-mailed proposal is not acceptable.*

All submittals must be clearly marked:

**“Winbrook Co-Development Partner(s) solicitation  
Due Date and Time: May 6, 2016, 4:00 P.M. “**

when delivered or mailed to avoid any confusion about recording arrival dates and times. Respondents should take this practice into account and submit their materials early to avoid any risk of ineligibility caused by unanticipated delays or other delivery problems.

All proposals received will become the property of WPHA and will not be returned to the Respondent.

Your cover letter should express your interest in performing the work. A principal or officer of the firm authorized to execute contracts or other similar documents on the firm's behalf must sign the letter.

**Required number of copies:** Respondents responding to this solicitation shall submit one original and seven copies to the address indicated above.

**Cost of Preparing Submittals:** The WPHA will not be liable for any costs incurred by the Respondent in the preparation and presentation of submittals submitted in response to this solicitation including, but not limited to, costs incurred in connection with the Respondent's participation in the pre-submittal conference.

**Rights Reserved by WPHA:** WPHA reserves the right to waive any irregularities in submittals and/or to reject any or all submittals. WPHA requests that companies refrain from requesting public disclosure of selection information until a contract has been executed as a measure to best protect the solicitation process, particularly in the event of a cancellation or re-solicitation. With this preference stated, WPHA continue to properly fulfill all public disclosure requests for such information as required by State Law.

**Ex-parte Communications:** Please respect the Authority's procurement policy and do not attempt to query WPHA personnel, members of the evaluation panel, or members of its Board of Commissioners regarding this Solicitation except through written questions submitted in the manner and within the time frame indicated above. Ex-parte communications may render the responding firm ineligible for this solicitation.

**Confidential Information and Public Disclosure:** Financial statements, confidential information and bank references may be placed in a separate sealed envelope marked “confidential”.

## **SUBMISSION FORMAT**

To provide all responding firms equal consideration and opportunity to be evaluated fairly, submissions must be formatted as described below. The submission shall be bound in a three ring binder with the requisite tabs. Pages should be 8 ½ by 11 inches. Illustrations or supporting documents that exceed this dimension should be folded and placed within the binder, not separately provided. The front cover shall clearly identify the responding firm and the solicitation. The sections that must be included in the written submission are below and must be clearly labeled and assembled in order provided below.

### **Submittal Requirements:**

#### **Tab 1— Letter of Interest**

The cover letter must identify the development team members and identify the primary contact person for the lead and all main partners: the letter may not exceed 4 pages in length. Please include phone number, facsimile number and e-mail address of the respondent. The letter must be signed by an

authorized principal of the proposer and include a statement that the response will remain valid for not less than 180 days from the date of the submission.

The cover letter must describe how the respondent will work with WPHA to develop a collaborative working relationship and to resolve any differences in the development program and an affirmative statement agreeing to enter into an agreement for the redevelopment.

***The proposal must include an "Offer to Negotiate" on company letterhead. The offer to negotiate shall confirm the Proposer understands that, subject to Board acceptance and approval of the proposal, the WPHA will enter into negotiations with the developer for redevelopment of the property.***

## **Tab 2 - Team Description**

Provide general information, in no more than ten (10) pages, about the proposing company (tables and spreadsheets in response to a portion of this submission element may be included in the appendixes and will not count toward the total page count). Include the following:

1. Name of Proposing Company, primary contact, main address, telephone/facsimile numbers and e-mail address; Address, phone and facsimile numbers of office from which services will be provided, if different from above;
2. A detailed listing of all prior and current DBAs, affiliates, fictitious names and prior names used by the respondent partner and all team members (if any). Clearly state the legal status of the entity proposed, its status in the State of New York and any entities to be formed upon selection.
3. Description of the firm size in annual revenues, number of employees, and a description of type, location, completions accomplished during the most recent three years, scheduled completion and dollar value of the projects in the pipeline and projects completed over the last three years;
4. Identify the individual who will serve as Project Manager/lead for the respondent and who will direct and coordinate the effort through completion. Describe the project manager's prior experience with projects of similar scope and size, with particular emphasis on experience directing a multi-disciplinary team and facilitating a community involvement process; provide the proposed project manager's availability and authority to bind the proposed team and company proposed. This person will be considered a **Key Person** by the Authority. Removal or replacement of this individual is subject to the approval by the WPHA and may be grounds for contract termination. The authority of the Project Manager to execute transactions and make decisions on behalf of the responding firm must be clearly defined, and full legal and contractual authority is strongly preferred.
5. The submission must provide an organization chart of the respondent's team if proposed. Note that the WPHA desires to participate in the selection of team members, therefore responses are not required to include all fields and disciplines or functions such as planners, engineers and contractors. Please provide a description and specific projects and clients demonstrating the respondent's team's prior experience working collaboratively together. In addition, the submission must provide examples of the team's individual and/or collaborative prior experience with projects of similar scope and size, as well as experience in New York State (if any) and in the Westchester area in particular.
6. Indicate whether the respondent or any team member, their successors, affiliates or prior entities has ever been terminated from a contract, has been or is debarred, has been sued or is currently

in litigation with a client or governmental entity and if so, describe the circumstances and outcomes.

### **Tab 3 - Co-Development Partner Profile**

Provide an overview of the respondent's experience, limited to fifteen (15) pages, in the planning, construction and management of projects similar to what is proposed. Responding firm should clearly demonstrate experience, capacity and expertise consistent with the role proposed. Include the following information for the last five (5) years. Projects must be listed in chronological order:

1. Affordable and mixed-income rental housing projects (in excess of \$45 million in a single project development cost) successfully completed within the past 5 years, identifying the states where they are located and the sources of financing, including public and private sources.
2. Provide evidence of timely development demonstrating that projects were on schedule and within budget. In the appendix, please provide current annual operating statements for the represented developments. Please provide the following specific information as applicable:
  - a) Name of the project
  - b) Date of completion or anticipated completion
  - c) Location
  - d) Size and type of project
  - e) Rental units (unit mix and incomes served)
  - f) Total cost of development, soft cost and hard costs
  - g) Sources of financing (e.g. tax credits, bonds, TIF, project-basing, CDBG/HOME, mortgages, etc.), and
  - h) Contact name and phone number
  - i) Business Terms with PHA or non-profit – please detail the PHA-Development deal terms, including ownership interest, costs sharing, developer fee sharing, cash flow distribution, management involvement and similar terms with the PHA.
3. Provide profiles of key staff, including the Project Manager, who will be involved in the redevelopment/ redevelopment effort. Specify the roles of key staff in carrying out this initiative and their previous experience with redevelopment and preservation. Provide a statement clearly noting the Project Manager's authority to commit the firm and its resources to the planning effort. The Project Manager proposed must possess significant authority to legally, financially and contractually bind the proposing company.
4. The proposer must demonstrate financial capacity (as co-developer and potential provider of guarantees) as evidenced by financial statements, the firm's most recent audit and bank references, and the developer's discussion in its response. **ALL RESPONSES SHOULD INCLUDE THE FINANCIAL INFORMATION OF THE LEAD ENTITY OR PROPOSED ENTITY.** If the proposed entity is one that has/will be created specifically for this project, response must clearly designate who, among the previously existing team members, will be the "leader" and primary financial backer of the proposed entity, and provide all required financial information for this lead team member. It should be noted that this team member will be considered the primary contact between the selected development team, WPHA, and other key stakeholders and will be considered to have primary responsibility throughout the redevelopment process.

5. Attach three concurrent years of audited or Certified Public Accountant prepared financial statements from each member of the respondent's team who will be responsible for the financing of the development and operation of the project. **The financials provided must be for the specific entity being proposed and may not be of an affiliate, parent, subsidiary or entity other than the legal entity being proposed.** The financial statements must include the most current year for which audited or CPA prepared financial statements are available. The statements must include an Income Statement as well as a Balance Sheet showing assets, liabilities and net worth of the entity. Financial statements and bank references may be placed in a separate sealed envelope marked "confidential." Additionally, submit one bank reference for the respondent.
6. Provide a detailed statement including specific references to the financial statements above, indicating how the respondent will contribute to financing pre-development costs, development costs, guarantees, bonds and other expenses and five projects, with references, that demonstrate the respondent's experience and success in financing or co-financing similar projects.
7. In addition to the bank references required above, five references must be submitted for the respondent with specific contact information. References from projects similar in scope, complexity and cost with the concept proposed, including one from a public sector entity and four from among the following entities are required:
  - (i) Construction and permanent lenders
  - (ii) LIHTC limited partner investor or other Public sponsor
  - (iii) Public Housing Authority or Agency
  - (iv) A community group or public housing resident group that worked with the respondent on a specific project.

#### **Tab 4 – Property and Asset Management Experience**

In no more than five pages, demonstrate experience, working with PHA led redevelopment programs, with mixed income and mixed-use property management (including organization, condominiums and leased property management and LIHTC, if proposed). Include information about uses being managed, income groups served, current occupancy levels, and operating deficit history. Include a description of development types (mixed use, mixed income, affordable, etc.), location and financing of the properties currently under asset or property management.

Experience presented must directly relate to the development proposal and concept being presented in the technical approach section or it will not be deemed relevant. For example, if the proposer is proposing a mixed-use development concept with mixed income housing, mixed use-mixed income property and asset management experience must be provided.

Please complete HUD Form 2350 for projects demonstrating experience with property and asset management, this form will not count toward the total page count.

#### **Tab 5- Financial Development Experience**

The solicitation requires that the proposer demonstrate past experience and provide evidence of their proven ability to secure, structure, and implement layered financing for projects of similar size, scope and complexity. In no more than fifteen (15) pages, please demonstrate experience with each of the different types and uses that it anticipates will be required for this effort. This must include a discussion of past success in securing a wide range of financing for all of the types of development proposed in the development plan. This should include low income housing tax credits, federally insured conventional

or private and/or other public financing. The developer must state the status of current or pending funding requests and past experience or history in securing funding from all sources including LIHTC or HCR in New York. The respondent must demonstrate successful experience in the master planning and construction of mixed-income, housing development projects of comparable size and complexity in urban areas working with a public housing authority.

Include a detailed narrative including specific references to the financial statements above, indicating how the proposer will finance pre-development costs, development costs, guarantees, bonds and other expenses consistent with the proposer's concept and a list of five projects, with references, that demonstrate the proposer's experience and success in similar projects.

## **Tab 6 – Operational Approach**

WPHA is requesting that respondents provide detailed responses, limited to ten pages, to each of the questions raised in this Request for Qualifications. The respondent must, at a minimum, discuss the following components of the redevelopment program:

### **Collaboration**

Discuss your intent to and your experience with capacity building of PHA staff during the predevelopment and development phases, and during the management and operation of the redeveloped properties.

Indicate previous experiences with such a relationship with other Public Housing Authorities, describing successes and failures. Address potential concerns (if any) regarding this partnership approach with WPHA.

### **Resident and Stakeholder Participation**

Describe how the team will work with the Authority to involve the residents, the city and stakeholders in the redevelopment process. The response must include a discussion of the approach and methods to assure meaningful participation by the residents of the property in the planning and implementation of the rehabilitation and redevelopment initiative.

### **DBE/WBE/Section 3 Participation Plan**

Responses should evidence past experience meeting DBE, MBE/WBE, and Section 3 business enterprise contracting, and Section 3 resident employment and training, goals.

The response must include a discussion of approaches and methods the Authority and respondent can utilize to assure significant employment of residents of WPHA and other individuals eligible as Section 3 participants in the rehabilitation work.

Provide specific performance results and measures from prior projects, competed within the last three years, with references demonstrating experience utilizing D/WBE and local businesses in sufficient detail to reveal the team's track record and allow an assessment of the level and quality of effort.

### **Davis Bacon Prevailing Wage Rates**

Responses should explain the firm's experience in projects required to comply with Davis Bacon act requirements. Proposer shall clearly describe its ongoing compliance history and any violations or compliance actions as a result of Davis Bacon Act requirements.

## **Tab 7 - Business Terms**

The respondent must describe in detail its proposed business terms for the redevelopment, including proposals for the WPHA compensation or cost sharing, developer fee (calculation and sharing with WPHA), post tax credit compliance period ownership, asset and property management and timing of payment of such fee for developing the project as currently proposed, and basis for how it might change should the development project change.

The proposed Development Partner should describe the proposed compensation and return on investment to be paid to the WPHA, and timing of such payments during the construction period and through project operation, including, without limitation, a share of development fees, management fees, interest earnings on loans and residual cash flow.

The Proposer must CLEARLY state and describe the ability, interest and plans for WPHA to participate in the redevelopment process, asset management and property management process and fees sharing. Specific items to include are:

1. The proposed developer fee arrangement, note the minimum amount acceptable to the WPHA is 30%.
2. Clearly state the ownership terms being proposed both during the tax credit period and post the compliance period. The WPHA understands LIHTC structures and anticipates 50 percent ownership in the General Partner with active participation in GP management. Post tax credit compliance the WPHA anticipates being the sole owner of the property.
3. Clearly state the ground lease terms. The WPHA is proposing a ground lease with a term of 99 years as is typical for New York LIHTC projects.
4. Clearly define the asset management roles and fees and the participation of the WPHA in asset management. The WPHA anticipates a significant role in asset management and a significant share of fees to be derived from asset management.
5. Clearly define the property management roles and fees and the participation of the WPHA in property management. The WPHA anticipates a lead role in property management and a majority share of fees to be derived from property management.

The WPHA reserves the right to award a contract based upon the proposer's business terms.

## **Tab 8 – Technical Response and Concept Plan**

In no more than fifteen (15) pages, proposers should provide a preliminary concept plan detailing how they would redevelop the Winbrook site. The response must, at a minimum, discuss the following components of a redevelopment plan:

1. The response must include the proposed Development Partner's initial proposed conceptual site plan for the site and immediate neighborhood. The narrative provided must provide the respondent's preliminary assessment of the site's opportunity, the WPHA's stated objectives, and the city's plans for the area.

The narrative should detail the redevelopment plan, schedule, the overall goals and objectives, a preliminary housing and use mix including income mix, rental units, and community space, and/or commercial/office space. The developer should propose how its plan provides a "balanced" mix of housing types including affordable, market rate, family and senior housing and complements the WPHA's concepts. It is understood that the specifics of the development program and site and unit designs will be refined through collaborative process between the developer and the WPHA.

The developer should describe its plan and approach for working collaboratively with stakeholders. The development plan should include:

- a. Narrative description of the site concepts.
  - b. Building program (diagrams) with uses, density and income mixes.
  - c. General land uses, open spaces and community spaces.
  - d. Phasing plan (if any) – including phasing of required affordable housing units.
  - e. Infrastructure plan (road, walkways, vehicle access, etc.)
  - f. Proposed site plans.
  - g. Sketches of representative architecture and building designs.
  - h. Discussion of public amenities such as transportation, community resources and green space.
2. Proposers should clearly detail the mixed income nature of the redevelopment including the number of units in each income tier, proposals for each income tier (if any), geographic distribution, style and type of units (rental, low rise, townhome, etc.) for each income level. The narrative should clearly detail how the plan provides sufficient affordable units that accommodate the resident’s return to the redeveloped property. The proposal shall clearly describe its strategy for developing a true mixed income community. The proposal shall also describe strategies, mechanisms and provisions for enabling existing residents to occupy redeveloped units and preferences proposed to promote retention of residents in the redeveloped community.
  3. Respondents shall submit a preliminary financing plan for redevelopment consisting of, at a minimum, the overall development budget by phase, predevelopment financing, development and construction financing including sources (public and private) and uses, and operating pro forma(s). Assumptions regarding development financing sources must be clearly identified, equity from sale of LIHTCs, other sources of public and/or private subordinate financing, and permanent debt. Financial plans for creating and sustaining affordable units must be clearly defined and discussed. Contributions or sources of funding for development or operations from public sources including the WPHA, city and the state must be fully discussed and previous experience in securing and successfully using these sources must be included. The financing plan must demonstrate overall financial feasibility and an understanding of the availability of public funds and the need for private sources of funding for redevelopment.
  4. The respondent must include a realistic and detailed proposed development timeline including planning, pre-development, financing, environmental / land use approvals, construction, lease up (commercial, retail, office and housing) and any proposed phasing. The narrative should explain how the development team’s experience and understanding of the proposed plan reasonably expedite the redevelopment for soonest possible completion. Any proposed phasing must be addressed and explained in detail.

### **Tab 9 - Required Certification Forms and Affidavits**

The attached forms are part of the solicitation documents. These forms must be fully completed, executed and submitted under this tab as part of the submission submittal. For the purposes of this Solicitation, all references to representations or certifications made to HUD shall be deemed made to WPHA.

- Form HUD-5369-C Certifications and Representations of Offerors, Non-Construction Contract
- Non-Collusive Affidavit
- Form HUD – 2530 Past Performance
- Form HUD-92010 Equal Employment Opportunity Certification
- Form HUD-50070 Certification of a Drug-Free Workplace
- Acknowledgement of Addenda

## **CO-DEVELOPER EVALUATION CRITERIA**

Respondents' submittals will be evaluated based on the criteria listed in this section and further described above. In preparing the submittal to WPHA, it is important for respondents to clearly demonstrate their expertise and qualifications in the areas described in this solicitation.

Respondents are encouraged to identify and clearly label in their submittal how each criterion is being fully addressed. Evaluation of responses to this solicitation will be based only on the information provided in the submittal package, and if applicable, interviews, and reference responses. WPHA reserves the right to request additional information or documentation from the firm regarding its submittal documents, personnel, financial viability, or other items in order to complete the selection process. If a responding firm chooses to provide additional materials in their submittal beyond those requested, but within the page limitations, those materials should be identified as such and included in a separate section of the submittal.

The following factors will be utilized by WPHA to evaluate each submission submittal received; award of points each listed factor will be solely based upon the materials submitted documentation:

### **Factor One – PHA Collaboration**

Respondent clearly articulates its willingness and agreement to partner with the WPHA in a manner that provides significant ownership, fee and revenue sharing and demonstrates past experience in collaboratively working with PHA's and non-profits in the planning and implementation of development programs.

### **Factor Two - Experience and Capacity of Co-developer**

Experience of the co-developer as demonstrated by the following:

- a. Ability to obtain, structure and implement layered financing for similar projects, including low income housing tax credits, private and other public financing particularly with HUD and NY HCR.
- b. Extent to which the respondent forms creative joint ventures with other experienced partners.
- c. Financial capacity as evidenced by financial statements, the firm's most recent audit and bank references, and the respondent's discussion of sharing or co-financing predevelopment costs.
- d. Experience in working collaboratively with residents and Housing Authorities as determined through references.
- e. The degree to which the respondent demonstrates successful experience working with PHA's or similar entities in co- ownership and joint property management of affordable rental developments of similar size, either directly or through supervision of property management.

- f. Experience of the respondent in financing of projects in the State of New York and prior project experience with New York’s Department of Housing and Community Renewal.

**Factor Three – Redevelopment Concept Alignment with WPHA Strategy**

- a. The degree to which respondent’s response to specific qualifications set forth in the solicitation is clear, responsive and innovative and meets the needs of the WPHA in terms of meaningful and significant ownership, management and operations roles.
- b. The degree to which the respondent appears to understand the critical issues of the redevelopment program and will be able to demonstrate a feasible financing and development plan including reasonable sharing of ownership, roles and fees with the WPHA.
- c. The degree to which the respondent demonstrates an appreciation of the potential problems associated with the redevelopment program and details a coherent and creative approach to solving issues as they arise leading to the soonest possible completion of development.
- d. Effective use of public resources including the degree to which the respondent shows creativity in its leverage of other resources, both capital and in-kind, so as to minimize the net use of WPHA and/or other public funds
- e. The degree to which the respondent is able to creatively finance predevelopment and other costs.

**Factor Four – DBE/WBE/Section 3, David-Bacon Act Employment and Contracting**

- a. Extent to which DBE/WBE/Section 3 businesses are included on the respondent’s Team.
- b. Extent to which the responding firm presents evidence that it has implemented a program for employment opportunities during the development phase of prior developments.
- c. Experience and performance in Davis-Bacon compliance.
- d. Level and quality of previous demonstrated experience utilizing DBE/WBE/Section 3 businesses.
- e. Degree to which the response demonstrates a commitment to ensuring that WPHA's stated D/WBE/Section 3 goals are met and/or exceeded.

**Factor Five – References**

- a. The extent to which references evidencing the ability and capacity of the responding firm to collaborate with the WPHA, City and residents to be successful in a redevelopment effort.
- b. Financial references demonstrating financial capacity, financial strength and creditworthiness.
- c. Development references demonstrating long-term economic and social viability of past efforts.

**Summary Criteria and Scoring**

The following table summarizes the scoring criteria that will be utilized to evaluate the qualifications of each respondent:

Summary Evaluation Criteria and Scoring		
Criteria	Description	Points
1	PHA Collaboration	20
2	Experience and Capacity of Co-developer	20

3	Alignment with WPHA Strategy	25
4	DBE/WBE/Section 3, David-Bacon Act Employment and Contracting	15
5	References	20
	Total Points	100

## SELECTION PROCESS

Solicitation responses will be used to identify a select number of respondents who may then be asked to provide additional clarifying information.

WPHA reserves the right to make its final selection based solely upon those initial steps. If WPHA determines that another step is necessary to narrow the field of qualified respondents, a select number of respondents will be notified and additional information may be requested and/or interviews may be held to determine the final selection.

At the conclusion of the solicitation process, the selected respondent will be invited to enter into a period of exclusive negotiations with the goal of arriving at a mutually acceptable agreement.

WPHA reserves the right to conduct reference checks at any point in the review and evaluation process. In the event that information obtained from the reference checks reveals concerns about the respondent's past performance and their ability to successfully perform the contract to be executed based on this solicitation, WPHA may, at its sole discretion, determine that the Respondent is not a responsible respondent and may select the next highest-ranked Respondent whose reference checks validate the ability of the Respondent to successfully perform the contract to be executed based on this solicitation. In conducting reference checks, WPHA may include itself as a reference if the Respondent has performed work for WPHA, even if the Respondent did not identify WPHA as a reference.

By submitting in response to this solicitation, the Respondent accepts the procurement method used and acknowledges and accepts that the evaluation process will require subjective judgments by WPHA and the evaluation panel. Any protest of the selection process shall be resolved in accordance with WPHA's Procurement Policies.