



REPORT TO HOUSING AUTHORITY
City of Sacramento
915 I Street, Sacramento, CA 95814-2671
www.CityofSacramento.org

Staff Report
November 20, 2012

Honorable Chair and Members of the Board

Title: Approval of Selection of a Development Team to serve as Master Developer for the proposed revitalization of the Marina Vista and Alder Grove Conventional Public Housing Sites

Location/Council District: District 4

Recommendation: Staff recommends the adoption of the resolution which 1) approves selection of the Development Team comprised of Related Companies of California, Mercy Housing California, and Regis Homes as the Master Developer for the proposed revitalization of the Marina Vista and Alder Grove Conventional Public Housing Sites and, 2) authorizes the Executive Director, or her designee, to enter into exclusive negotiations with the selected Development team to develop terms for an Exclusive Negotiations Agreement and terminate negotiations if an agreement cannot be reached.

Contact: Chris Pahule, Program Manager, 916-440-1350; Nick Chhotu, Assistant Director, 916-440-1334

Presenters: Chris Pahule, Sacramento Housing and Redevelopment Agency

Department: Sacramento Housing and Redevelopment Agency

Description/Analysis

Issue: On June 7, 2012, the Housing Authority Board received an oral update on its asset repositioning efforts, including an update on investments at the Marina Vista and Alder Grove public housing developments. The Board directed staff to release a Request for Qualifications (RFQ) for a master developer to redevelop the sites and select a development team no later than November 2012.

On August 6, 2012, Housing Authority staff released a RFQ to determine the most qualified Master Developer to assist in developing a housing program to carryout the potential revitalization of the Marina Vista and Alder Grove Public Housing sites. As the revitalization of the Marina Vista and Alder Grove sites are of a large scale with approximately 750 units on roughly 70 acres, the RFQ sought out only partners that have been successful in redeveloping large-scale public housing into mixed-use and mixed-income communities.

Master Developer Selection – Marina Vista and Alder Grove

The goal of the RFQ was to retain an experienced master developer who possessed the necessary qualifications and expertise to comprehensively redevelop the existing fully occupied Marina Vista Alder Grove public housing complexes to create 751 public housing replacement units in vibrant mixed-income, mixed-use, and mixed-tenure community serving households with a wide range of incomes.

Additionally, there were several objectives that the Housing Authority identified for the development of the sites in the RFQ:

- One-for-one replacement of all public housing units.
- Provision of relocation assistance for approximately 2,500 residents of the Marina Vista and Alder Grove sites.
- Minimal public investment with the selected developer contributing significant private capital for the predevelopment and development stages.

The RFQ requested that interested developers submit information about their qualifications and experience in completing similar public housing revitalization projects of the scale and type contemplated. The RFQ also required that respondents demonstrate their success in implementing comprehensive neighborhood multi-site revitalization plans that include mixed-income (public housing, project-based vouchers, low income housing tax credit and market-rate unrestricted units), mixed-finance and mixed use developments. Developers submitted information about their site-specific development team as well as their general approach to the planning process and development of the sites. Finally, developers submitted confidential financial information that was summarized and evaluated by a third party consultant.

A seven member selection committee was formed to determine the highest ranked Respondent. The committee was comprised of the following members: four Housing Authority staff, one public housing resident, one representative from the City of Sacramento, and one representative from the County of Sacramento.

The Housing Authority received four (4) proposals in response to the RFQ. The selection committee scored the proposals based on pre-determined Evaluation Criteria contained in the RFQ and conducted interviews with each of the respondents. Upon completion of the interview process, the selection committee unanimously recommended that two firms not be considered for selection as the Master Developer for the Marina Vista/Alder Grove RFQ. The selection committee continued its evaluation of the remaining two respondents and performed site visits and reference checks. The selection committee met and discussed all the information and unanimously selected the Development Team comprised of Related Companies of California, Mercy Housing California, and Regis Homes as the highest ranked respondent. The selection committee and process was governed by federal procurement rules.

Master Developer Selection – Marina Vista and Alder Grove

Based on the selection committee ranking and determination of the highest ranked respondent, the Housing Authority, by action of its Executive Director, is recommending Board approval of the Development Team comprised of Related Companies of California, Mercy Housing California, and Regis Homes as the Master Developer for the Marina Vista and Alder Grove public housing sites.

Policy Considerations: The actions recommended in this report are consistent with the City and County Housing Authority 2007 Asset Repositioning Strategy. The successful negotiation of an ENA will assist the Housing Authority in the development of a master plan and housing program for the comprehensive revitalization and successful transformation of the Marina Vista and Alder Grove sites and will result in the replacement of approximately 750 units within the Housing Authority's portfolio with high-quality units.

As disclosed to the Board at their July 24, 2012 meeting, there is an expectation that the revitalization of the Marina Vista and Alder Grove Public Housing Developments are high priorities for the City and County of Sacramento. The eventual housing program for the site will likely require local financial assistance, land for replacement housing, and priority status for competitive funding programs.

Economic Impacts: Not applicable.

Environmental Considerations:

California Environmental Quality Act (CEQA): The activity recommended is statutorily exempt pursuant to California Environmental Quality Act (CEQA) Guideline 15262 involving planning and feasibility studies for possible future actions which have not been approved by the Housing Authority's governing board.

National Environmental Policy Act (NEPA): These planning and feasibility study activities are categorically excluded from review under the National Environmental Policy Act (NEPA) pursuant to 24 CFR 58.34 (a)(1). Full environmental review will be conducted before the Authority seeks approval to commit to a definite course of action or approval of a specific project on the Marina Vista and Alder Grove Public Housing sites.

Commission Action: At its meeting of July 18, 2012, the Sacramento Housing and Redevelopment Commission considered the timeline to select a development team for the proposed project outlined in the staff report and public testimony from the resident advisory board representative. The Commission expressed concern that the expedited schedule to select a development team did not allow for adequate resident participation. The Commission voted to support staff releasing a Request of Qualifications (RFQ) with the following amendments: 1) the timeline for issuing the RFQ be extended to maximize the amount of resident and public participation, 2) the RFQ require extensive resident participation after a developer is selected during the period of exclusive negotiations, and 3) require one-for-one replacement for any loss in public

Master Developer Selection – Marina Vista and Alder Grove

housing units with a preference for the replacement housing to be constructed on site. The votes were as follows:

AYES: Chan, Gore, Johnson, Morton, Rosa, Shah, Stivers

NOES: Morgan

ABSENT: Alcalay, LeDuc

Rationale for Recommendation: At the direction of the Housing Authority Board, staff issued an RFQ for the selection of a Master Developer for the Marina Vista and Alder Grove sites. In response to that directive, Staff cast a wide net to solicit interest from the most experienced developers. Following all federal procurement requirements, Housing Authority staff is recommending a Development Team comprised of Related Companies of California, Mercy Housing California, and Regis Homes as the Master Developer (Development Team).

Respondents to the RFQ were notified of the selection of the Development Team on November 1, 2012 and were informed that should anyone wish to protest the final selection, they have ten (10) calendar days to submit a written protest. During the protest period, staff responded to several requests for information regarding the RFQ including requests from respondents. All non-confidential information was disclosed. The protest period has now elapsed and no protests were received.

The Development Team, serving as the Master Developer, will assist the Housing Authority in developing a master plan and housing program for the comprehensive revitalization of the Marina Vista and Alder Grove public housing sites. Together, the Development Team brings unparalleled experience in creating revitalized mixed-income, mixed-use and mixed-tenure communities. Related Companies of California and Mercy Housing California have direct experience partnering with public housing authorities to revitalize properties and communities, including their joint partnership as Master Developer to transform San Francisco's Sunnysdale Public Housing site from 50 acres of distressed housing and underutilized land to a vibrant mixed income, mixed use community.

Related Companies of California will serve as the Managing Member of the Development Team and has extensive knowledge of innovative financing strategies and is highly adept at layering a variety of public and private financing sources. In addition to Mercy Housing California and Regis Homes, the Development Team has assembled other team members with extensive experience in large scale transformational efforts and deep ties to the Sacramento community, including:

- *Van Meter Williams Pollack and Mogavero Notestine Associates:* Co-Master Planners and Lead Architects

Master Developer Selection – Marina Vista and Alder Grove

- *Sacramento Habitat for Humanity*: Homeownership Developer and Deconstruction Assistance
- *Cunningham Engineering Corporation*: Civil Engineer
- *CMG Landscape Architecture and Adrienne Wong Associates*: Landscape Architects

Following Board approval of the selection, staff will begin negotiations with the Development Team to develop terms for an Exclusive Negotiations Agreement (ENA) that will outline roles, responsibilities and potential compensation for the Master Developer during the Master Planning process. The ENA will be considered by the Board at a future meeting. It should be noted that if an ENA cannot be negotiated with the Development Team within six months, negotiations will be terminated and the Housing Authority will then initiate negotiations with the next highest rated development team which is comprised of BRIDGE Housing Corporation, the John Stewart Company, and the New Home Company.

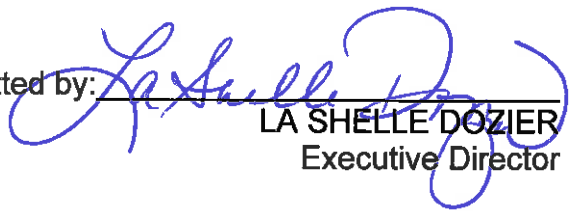
During the development of the Master Plan, the Development Team will advise on the program and design for the replacement housing and other affordable and market-rate unit types; identify other investments essential to creating a sustainable and healthy community; coordinate housing activities with neighborhood, resident services, and educational programs; and take the lead in securing state, other federal, and private funding. The Development Team will also work collaboratively with the Housing Authority, City of Sacramento, public housing residents, and the broader community.

Financial Considerations: None. Approval of this report and resolution will allow the Housing Authority of the City of Sacramento to begin negotiating an Exclusive Negotiations Agreement.

November 20, 2012

Master Developer Selection – Marina Vista and Alder Grove

M/WBE and Section 3 Considerations: Minority and Women's Business Enterprise and Section 3 requirements will be applied to all activities to the extent required by federal funding to maintain that federal funding.

Respectfully Submitted by: 
LA SHELLE DOZIER
Executive Director

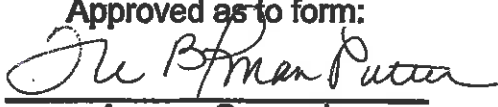
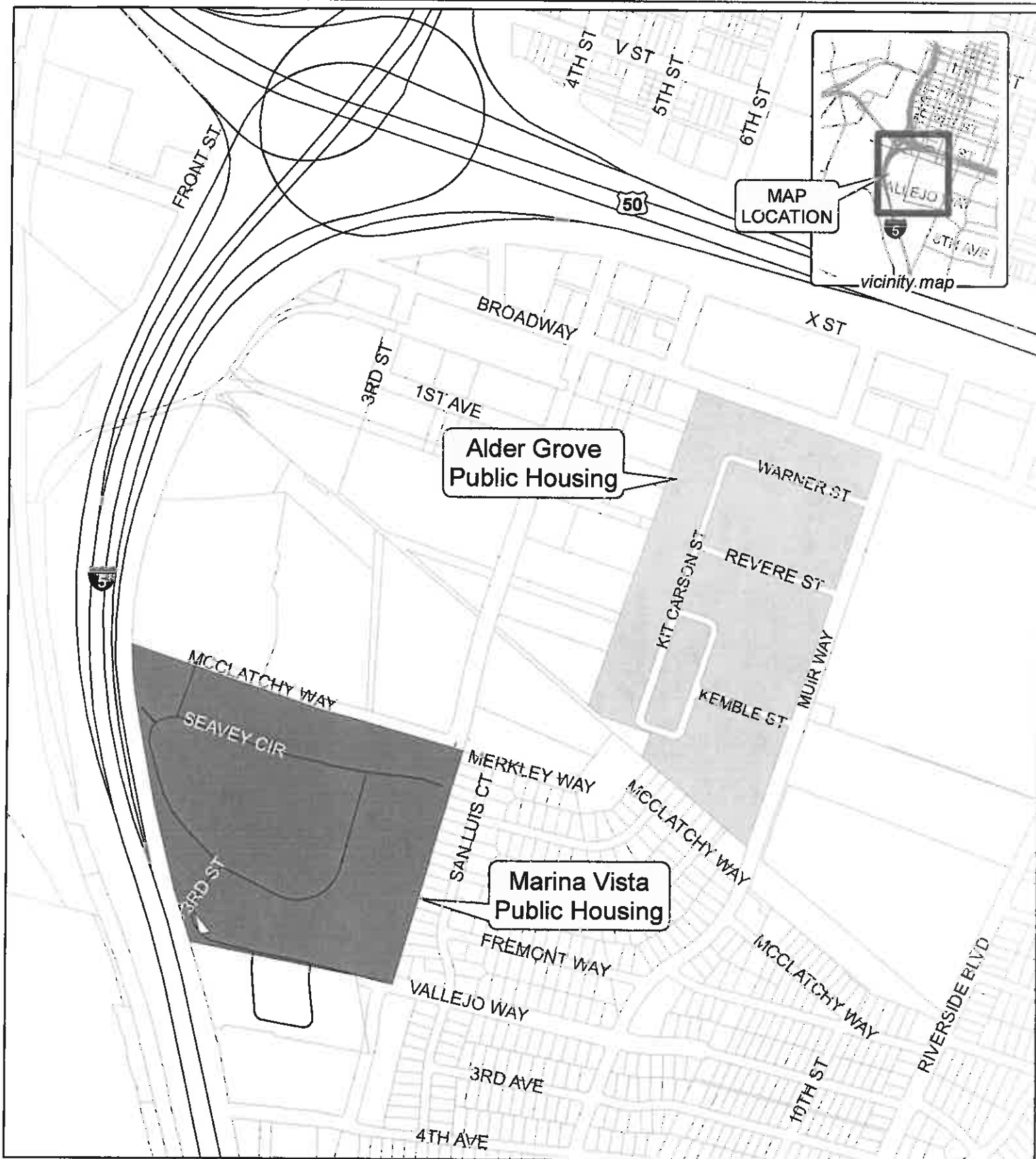
Approved as to form:

Agency Counsel

Table of Contents

Report	pg. 1
Attachments	
1 Map	pg. 7
2 Resolution	pg. 8
3 Request for Qualifications	pg. 10



Developer Selection for Marina Vista and Alder Grove



- Marina Vista Public Housing
- Alder Grove Public Housing

0 500 1,000 Feet



SHRA GIS
November 8, 2012

RESOLUTION NO. 2012 -

Adopted by the Housing Authority of the City of Sacramento

on date of

APPROVAL OF SELECTION OF A DEVELOPMENT TEAM TO SERVE AS MASTER DEVELOPER FOR THE PROPOSED REVITALIZATION OF THE MARINA VISTA AND ALDER GROVE CONVENTIONAL PUBLIC HOUSING SITES

BACKGROUND

- A. River Oaks (Marina Vista) and New Helvetia (Alder Grove) are the two largest public housing sites owned by the Housing Authority of the City of Sacramento. Marina Vista contains 391 units on roughly 38 acres and Alder Grove contains 360 units on roughly 30 acres. Both sites present significant development opportunity in a neighborhood experiencing transition from industrial to residential, mixed-use.
- B. In 2007, the Housing Authority Board (Board) approved an Asset Repositioning Strategy aimed at solving the Housing Authority's structural operating deficit, reducing dependence on funding from the United States Department of Housing and Urban Development (HUD), and providing reinvestment strategies for long term preservation of affordable housing. The Asset Repositioning Strategy recommended redevelopment of the Marina Vista and Alder Grove public housing sites.
- C. On June 7, 2012, the Board directed staff to release a Request for Qualifications (RFQ) for the Marina Vista and Alder Grove sites and select a development team no later than November 2012.
- D. On August 6, 2012, the Housing Authority released a RFQ to determine the most qualified master developer to develop a housing program for the Marina Vista and Alder Grove public housing sites.
- E. The Housing Authority followed all applicable Federal Procurement Rules and Regulations related to the solicitation and selection of a Master Developer for a public housing Mixed-Finance Development.
- F. The activity recommended is statutorily exempt pursuant to California Environmental Quality Act (CEQA) Guideline 15262 involving planning and feasibility studies for possible future actions which have not been approved by the Housing Authority's governing board. These planning and feasibility activities are categorically excluded from review under the National Environmental Policy Act (NEPA) pursuant to 24 CFR 58.34 (a)(1).

**BASED ON THE FACTS SET FORTH IN THE BACKGROUND, THE HOUSING
AUTHORITY OF THE CITY OF SACRAMENTO RESOLVES AS FOLLOWS:**

- Section 1: The above recitals, including the environmental recitals, are found to be true and correct.
- Section 2: The selection of the Development Team comprised of Related Companies of California, Mercy Housing California, and Regis Homes as the Master Developer for the proposed revitalization of the Marina Vista and Alder Grove Conventional Public Housing Sites is approved.
- Section 3. The Executive Director, or her designee, is authorized to enter into exclusive negotiations with the selected Development team to develop terms for an Exclusive Negotiations Agreement.
- Section 4: The Executive Director, or her designee, is authorized to terminate negotiations if an agreement cannot be reached within six months from this approval. The Executive Director, or her designee, may then initiate negotiations with the next highest rated development team which is comprised of BRIDGE Housing Corporation, the John Stewart Company, and the New Home Company.



INVESTING IN COMMUNITIES

A Joint Powers
Agency

MEMBERS

City of Sacramento

County of Sacramento

Housing Authority of the
City of Sacramento

Housing Authority of the
County of Sacramento

Sacramento Housing and Redevelopment Agency

Request for Qualifications

Master Developer for Marina Vista / Alder Grove

RFQ # 2012057-WW

Issued: August 6, 2012

Submittal Deadline

@ 3:00 PM – September 20, 2012

Sacramento Housing and Redevelopment Agency
Procurement Services – 2nd Floor
801 12th Street
Sacramento, CA 95814

Pre-Submittal Meeting – 11:00 A.M. – Wednesday, August 22, 2012
Sacramento Housing and Redevelopment Agency
SHRA Commission Room – 2nd Floor
801 12th Street
Sacramento, CA 95814

Copies of this RFQ may be obtained from:
Procurement Services
Sacramento Housing and Redevelopment Agency
801 12th Street
Sacramento, CA 95814
ps@shra.org

TABLE OF CONTENTS

Request for Qualifications	2
Supplemental Instructions to Offerors	3
PART I – GENERAL BACKGROUND INFORMATION	
1.1 Introduction/Background Information	5
1.2 Method of Solicitation	8
PART II – SCOPE OF SERVICES	
2.1 Summary of Services	8
2.2 Program Requirements	9
2.3 Role of HACS and SHRA	10
2.4 Role of the City of Sacramento	11
2.5 Roles of HACS's Advisors/Consultants	12
2.6 Roles and Responsibilities of Master Developer	12
PART III – SUBMISSION REQUIREMENTS	
3.1 Outline of Submission Requirements	16
3.2 Description of Submission Requirements	17
1. Letter of Interest	17
2. Team Description	17
3. Profile of the Master Developer	18
4. Profiles of the Development Team Members	19
5. Technical Response	20
6. Community Participation	22
7. MBE/WBE/Section 3 Participation Plan	22
8. Required Certifications and Information	22
PART IV – PROCUREMENT PROCESS	
4.1 Proposal Evaluation/Contract Award	22
4.2 Evaluation Criteria	23
PART V – CONTRACTING REQUIREMENTS	
5.1 Compliance with Laws and HUD Regulations	24
5.2 Liability and Insurance Requirements	25
5.3 Conflict of Interest	25
ATTACHMENT 1 – Marina Vista / Alder Grove Neighborhood Map	
APPENDICES – Required Certifications and HACS Information	
A. Acknowledgement of Addenda	
B. HUD Form 5369-B – Instructions to Offerors Non-Construction	
C. HUD Form 5369-C – Certifications and Representations of Offerors Non-Construction Contract	

REQUEST FOR QUALIFICATIONS

MASTER DEVELOPER FOR MARINA VISTA / ALDER GROVE

The Sacramento Housing and Redevelopment Agency (SHRA), on behalf of the Housing Authority of the City of Sacramento (HACS), is requesting qualification statements from experienced Master Developers who can prove through their submittal that they possesses the necessary qualifications and expertise to comprehensively redevelop the existing, fully occupied Marina Vista/Alder Grove public housing complexes (and any other parcels of land or buildings owned currently or acquired by the Master Developer in the future) to create 751 public housing replacement units in vibrant, mixed-income, mixed-use, mixed-tenure communities serving households with a wide range of incomes. HACS views its investment at both of these sites as an opportunity to serve as a catalyst for the revitalization of the Northwest Land Park – Docks neighborhood. In order for that goal to be realized, the developments proposed for these sites must be of the highest quality and must address the specific opportunities presented at the sites.

The HACS is a member of the Sacramento Housing and Redevelopment Agency, a Joint Powers Authority (JPA) created in 1982 to provide housing and community development staffing for the City and County of Sacramento. Other members of the JPA include the Housing Authority of the County of Sacramento and their respective sponsoring jurisdictions of the City and County of Sacramento. City Council and the County Board of Supervisors serve as the governing board to each of their respective Housing Authorities. The governance structure of SHRA has been recognized on a statewide and national level as a model for multi-jurisdictional efficient use of housing and community development funds.

All submittals must be received no later than 3:00 P.M. on Thursday, September 20, 2012. If the submittal is late or lacking in the number of copies required, that firm may be eliminated from consideration. Postmarks, e-mails, and faxed submittals will not be accepted. After selection and execution of the contract all information and materials provided in each submittal received is subject to disclosure through a Public Records Request pursuant to the California Public Records Act.

Deliver **ten (10)** complete sets (one original clearly marked or stamped "original", and nine (9) copies) and one electronic copy of the required submittals, in a **sealed** envelope or box clearly marked with the words "**Marina Vista/Alder Grove Master Developer RFQ Documents**" to the following address:

**Procurement Services
Sacramento Housing and Redevelopment Agency
801 12th Street
Sacramento, CA 95814**

Place the following information in the upper, left-hand corner on the outside of the envelope when submitting qualifications:

Company Name
Company Address
RFQ Title
Date and Time responses are due

A copy of the RFQ package may be requested by contacting SHRA Procurement Services at ps@shra.org, refer to RFQ #2012057-WW.

A Pre-Submittal conference will be held at the Sacramento Housing and Redevelopment Agency Commission Room, 801 12th Street, 2nd Floor on August 22, 2012 at 11:00 A.M. The Pre-Submittal conference is not mandatory; however, firms interested in submitting their qualifications are encouraged to attend.

All responses submitted are subject to these Instructions and Supplemental Instructions to Offerors, and all other requirements contained herein, all of which are made a part of this Request for Qualifications by reference. HACS reserves the right to reject any or all proposals and to waive any informalities in the submission process if it is in the public interest to do so. HACS also reserves the right to cancel this solicitation if it is in the best interest of HACS to do so. It is the responsibility of the respondent to verify that all necessary information is submitted by the due date and time.

SUPPLEMENTAL INSTRUCTIONS TO OFFERORS

1. Interpretations/Questions

During the period between issuance of this RFQ and the proposal due date, no oral interpretation of the RFQ requirements will be given to any prospective offeror. HACS will not be responsible for oral or other explanations/interpretations of the RFQ document or procedures. Questions raised at the Pre-Submittal conference will be answered in writing and made available via email to all interested proposers. Any questions and/or requests for interpretation must be made in writing and submitted by COB Wednesday, September 5, 2012 to:

Mary L. Lyon, PE
SHRA
801 12th Street
Sacramento, CA 95814
mllyon@shra.org
916.492.2904 (FAX)

2. Addendum and Update Procedures for the RFQ

During the period of advertisement for this RFQ, HACS may wish to amend, add to, or delete from, the contents of this RFQ. In such situations, HACS will issue an addendum to the RFQ setting forth the nature of the modification(s). HACS will email the addendum to all entities that request a copy of the RFQ.

3. Proposal Format

All proposals shall be submitted in 8 1/2 x 11 inch format, preferably in 3 ring binders. Larger size pages or inserts may be used provided they fold to 8 1/2 x 11-inches. All copies of the submittal must be identical in content and organization. Consideration should be given to the form and format of the submittal to facilitate internal duplication of the submittal. Proposals shall be organized into sections and tabbed for ease of review. Provide a comprehensive Table of Contents at the front of the proposal. Organize the proposal in response to the Submission Requirements, taking care to address all issues identified in the Scope of Services. The front cover of the proposal shall bear the name of the RFQ, the date, and the respondent's name, address, phone and fax number.

4. Submittal Forms

Provide, as a part of your submittal, all required certifications on forms included in this RFQ. Each form that requires signatures must bear an original signature. (Appendix A & C)

5. Acceptance of Proposals

Proposals must be signed, sealed and received in completed form at HACS no later than the proposal submission time and date. Unsealed proposals will not be accepted. Proposals submitted after the designated date and hour will not be accepted for any reason and will be returned unopened to the originator.

6. Time for Reviewing Proposals

Proposals received prior to the due date and time will be securely kept, unopened. The officer whose duty it is to open them will decide when the specified time has arrived, and no proposal received thereafter will be considered. Proposals will not be publicly opened. Proposals once submitted become the property of HACS.

7. Withdrawal of Proposals

Proposals may be withdrawn on written or telegraphic (faxed) request dispatched by the Respondent in time for delivery in the normal course of business prior to the time fixed for receipt, provided that written confirmation of any telegraphic withdrawal over the signature of the Respondent is placed in the mail and postmarked prior to the time set for proposal opening.

8. Award of Contract

HACS shall enter into exclusive negotiations with the highest-ranked Respondent according to the evaluation criteria contained herein, provided the award is in the best interest of HACS. No award may be made to contractors or firms that are on the Department of Housing and Urban Development's list of contractors ineligible to receive awards from HACS or the United States Government, as furnished from time to time by HUD. HACS reserves the right to not select a Master Developer if Respondents are not deemed qualified or responsive to the submission requirements of this RFQ. HACS also reserves the right to request replacement of specific members of the Master Developer's team. If HACS is unsuccessful in contract negotiations with the highest-ranked Respondent, HACS reserves the right to enter into negotiations with the next highest-ranked Respondent.

SHRA and HACS highly encourage participation by local qualified firms and contractors in all aspects of contracting. SHRA and HACS actively encourage participation of Small Business Enterprises (SBE), Minority and Women Owned Business Enterprises (M/WBE), and Section 3 businesses in all aspects of contracting.

Materials contained in each submittal will be considered proprietary until selection. Following selection however, the scope of work may be amended by SHRA and HACS and negotiated based upon ideas provided by any source.

9. Certification of Legal Entity

Prior to execution of the contract agreement, the respondent shall certify that joint ventures, partnerships, team agreements, new corporations or other entities that either exist or will be formally structured are, or will be legal and binding under California law.

10. Costs Borne by Respondent

All costs related to the preparation of this RFQ and any related activities are the responsibility of the respondent. HACS assumes no liability for any costs incurred by the respondent throughout the entire selection process.

11. Best Available Data

All information contained in this RFQ is the best data available to HACS at the time the RFQ was prepared. The information given in the RFQ is not intended as representations having binding legal effect. This information is furnished for the convenience of respondents and HACS assumes no liability for any errors or omissions.

12. Contact with City Council, City Staff, SHRA Commissioners, SHRA/HACS Staff, and Residents

Respondents, including their team members, may not make any contact with members of the Sacramento City Council (sitting as the SHRA Board), City Staff, SHRA Commissioners, HACS or SHRA staff, Marina Grove or Alder Vista residents, or consultants retained by SHRA. If any respondent or its team member(s) communicate with any of the above identified individuals and groups during the period of time this solicitation is in effect, the respondent and its entire team, including individual team members, will be barred from responding to this RFQ. All communications about this RFQ will be directed, in writing, to Mary L. Lyon at SHRA as identified above in Section 1 of Supplemental Instructions to Offerors.

13. Respondent Responsibilities

Each respondent is presumed by HACS to have thoroughly studied this RFQ and become familiar with the package's contents and the location, nature, etc. of the sites covered by the RFQ package. Any failure to understand completely any aspect of this RFQ or the proposed sites is the responsibility of the respondent.

14. RFQ Schedule

Master Developer RFQ Available	August 6, 2012
Pre-proposal Conference	August 22, 2012
Final Day to Submit Written Questions	September 5, 2012
HACS Responds to Written Questions	September 12, 2012
Proposal Due Date	September 20, 2012
Selection Committee Review Process: Conduct Interviews (followed by Best and Final Offers); Reference checks, Due Diligence (including site visits, if necessary), and Selection of Highest Ranked Respondent	October 3, 2012
HACS Selection of Master Developer	October 15, 2012

PART I – GENERAL BACKGROUND INFORMATION

1.1 Introduction/Background Information

The Housing Authority of the City of Sacramento (HACS) is requesting qualification statements from experienced Master Developers who can prove through their submittal that they possesses the necessary qualifications and expertise to comprehensively redevelop the existing, fully occupied Marina Vista/Alder Grove public housing complexes (and any other parcels of land or buildings owned currently or acquired by the Master Developer in the future) to create 751 public housing replacement units in vibrant, mixed-income, mixed-use, mixed-tenure communities serving households with a wide range of incomes. HACS views its investment at both of these sites as an opportunity to serve as a catalyst for the revitalization of the Northwest Land Park – Docks neighborhood. In order for that goal to be realized, the developments proposed for these sites must be of the highest quality and must address the specific opportunities presented at the sites.

The successful respondent must be creative in its approach and demonstrate the ability and experience to implement a comprehensive mixed-finance, mixed-income (public housing, project-based vouchers, low income housing tax credit, and market rate unrestricted units) redevelopment plan that also includes, to the extent supported by the community and market conditions, for sale housing, commercial/retail uses, and other neighborhood improvements.

Northwest Land Park – Docks

The 185-acre Northwest Land Park – Docks (NWLP-Docks) neighborhood, as defined in HACS' 2011 runner-up Choice Neighborhoods Initiative Planning grant application submitted to HUD, is a diamond in the rough and on the cusp of becoming a dynamic mixed-use, sustainable community. The area is currently comprised of four disconnected sub-areas: a 29-acre underutilized former industrial property situated on prime riverfront real estate (Docks); a 31-acre lumber processing company and produce distribution hub (Setzer site, a.k.a. Northwest Land Park); the 57-acre Sacramento Marina/Miller Regional Park providing the largest and only off-river dockage in the area; and the 68-acre Alder Grove and Marina Vista housing developments encompassing 751 severely distressed public housing units. Cut off and self-contained as subareas, when viewed as a whole one sees opportunity to transform this isolated corner of Sacramento into a vibrant, mixed use community with strong Sacramento River connections in a green, sustainable environment for people of all walks of life to live, work, and recreate in a community of choice.

Despite a City-initiated Specific Plan for the Docks, the community suffers from isolation due to a lack of connections to the Downtown and Central Business District. In the Northwest Land Park area, a private developer, Ranch Capital LLC, sponsored a recently approved Planned Unit Development, demonstrating strong private interest and investment in the neighborhood. However, surrounding commercial and institutional uses as well as the underutilization of the land upon which the existing distressed public housing sit detract from the neighborhood achieving its full potential. Miller Park, a strong community asset, remains significantly underutilized with most residents unaware of its presence because of the lack of access points.

However, the NWLP-Docks has many unique assets to build upon, including location, land, and proximity to services. Located within one mile of Downtown and its large public and private employment base, the neighborhood could be easily accessed by bus, bike, or foot as connectivity is developed. Encompassing 128 acres of developable land (not including Miller Park), NWLP-Docks has the potential to generate thousands of residential units across a variety of housing products and tenures based on the City's Smart Growth-based objectives to increase density close to Downtown. This in turn will have a transformative impact on the level of demand for goods, services, and amenities. In addition, the neighborhood is surrounded by stable and mature residential communities, such as Land Park, and an active commercial corridor on Broadway, where people can eat, shop, and play.

Critical to the success of this neighborhood is the revitalization and integration of the Marina Vista/Alder Grove public housing sites with other neighborhood residential efforts, ensuring one-for-one unit replacement and opportunities for residents to live in mixed-income, mixed-use communities. In addition, redevelopment should also be planned minimize the impact of resident relocation.

Housing Authority of the City of Sacramento (HACS)

HACS owns and manages 1,047 low-income public housing units and provides rental subsidies to approximately 11,000 households through its Housing Choice Voucher program. HACS currently enjoys an occupancy rate of 96% in its Public Housing program. Sacramento, via the Housing Authority of the County of Sacramento (HACOS), was one of 13 Housing Authorities nationwide and the only one in California to receive a 2011 CNI Planning Grant (for Twin Rivers). HACS also submitted a planning grant application for Marina Vista/Alder Grove that was identified by HUD as a runner up. HACS did not resubmit the application for funding in 2012 but instead is pursuing a developer partner to implement redevelopment and one-for-one

replacement of all public housing units at both sites using a CNI-like approach.

Marina Vista/Alder Grove Public Housing Complexes

Alder Grove, constructed in 1942 and 1953, and Marina Vista, constructed in 1953, share similar construction methods and generally the same deficiencies despite being built at different times. While the HACS recently made some capital improvements to a portion of the buildings using competitive ARRA funding (air conditioners, windows, and other weatherization improvements), the developments still have a number of capital needs that have not and cannot be addressed with the funding available to the agency. The buildings were erected prior to today's building standards that impose rigorous seismic requirements due to California earthquake concerns. All buildings have brick veneer that is not mechanically anchored to the building's surface, and during a seismic event, can result in partial collapse of the buildings. There are concerns with second floor overhangs and the adequacy of the load path, proper anchoring of walls to foundations, and adequacy of foundations and hold-downs. Roofs are over 20 years old and need to be replaced. Knob and tube electrical wiring is still in use in several places and cannot be grounded, with frequent problems associated with deteriorated wire insulation. Electrical service in a large portion of the site is less than 60 amps, is not compliant with current building codes, and units lack adequate electrical outlets, leading to overloading of the system. The original waste lines have exceeded their useful life, and are leaking inside the units. The existing wall heaters are inefficient and unevenly heat the interior space. Much of the development's infrastructure is original to the site and has reached the end of its useful life. The underground galvanized steel water pipe and sanitary sewer installed in the early 1940s are experiencing frequent leaks. The water lines are only 3-inch pipe, less than the 6 to 8 inch lines required today. Fire hydrants connect to this supply system, creating a safety issue for residents, and building code requires a separate system.

Alder Grove and Marina Vista, with their utilitarian design and building scale, stand in clear contrast to the surrounding neighborhood, and are easily identifiable as "public housing." While the sites are not very dense, the units are arranged around large open, unprogrammed, pedestrian-only courtyards creating indefensible space that cannot be observed from adjacent streets. None of the units fully comply with 504 requirements due to the presence of stairs within the units and the site is difficult for persons in wheelchairs to navigate – some areas do not have sidewalk access and force people into the road or parking lot. Plus, except for the retrofitted accessible units, the remaining units are not visitable by someone in a wheelchair because steps lead up to the front door. Unit sizes across all bedrooms are inadequate for the needs of today's families and well below HUD's standards – 519-528 sf for 1-BR, 735-817 sf for 2-BR, 938-962 for 3-BR, 1,142 for 4-BR, and 1,340 for 5-BR.

Unit Size	Marina Vista	Alder Grove
1 bedroom	44 (11%)	86 (24%)
2 bedrooms	158 (40%)	176 (49%)
3 bedrooms	150 (38%)	80 (22%)
4 bedrooms	39 (10%)	14 (4%)
5 bedrooms	0 (0%)	4 (1%)
Total	391 (100%)	360 (100%)

Marina Vista encompasses 37.89 acres and Alder Grove encompasses 29.62 acres. The sites are zoned R-3 Multifamily Residential with a General Plan Designation of Traditional Neighborhood – High Density. The maximum density for the R-3 zone is thirty (30) dwelling units per acre with a maximum height of 35'. The State of California does currently provide for a density bonus law (Government Code Section 65915-65918) of

up to 25% plus development concessions or incentives for developers who agree to construct housing affordable to lower-income households. Development concessions or incentives may include:

- a reduction in site development standards;
- a modification of zoning code requirements (including a reduction in setbacks, square footage requirements, or parking spaces; or architectural design requirements which exceed the minimum building standards);
- approval of mixed use zoning in conjunction with the housing project if commercial, office, industrial, or other land uses will reduce the cost of the housing development, and if such nonresidential uses are compatible with the project; or
- other regulatory incentives or concessions proposed by the developer or the city or county which result in identifiable cost reductions.

A project that receives a density bonus and concession or incentive must retain affordability of the units for at least 30 years.

Under the General Plan Designation of Traditional Neighborhood – High Density, this designation provides for single-use multi-family housing and predominantly residential mixed-use development in areas served by major transportation routes and facilities, and near shopping areas. The minimum density is 18 dwelling units per acre with a maximum density of 36 dwelling units per acre. The minimum Floor Area Ratio (FAR) is 0.50, with a maximum FAR of 1.50.

1.2 Method of Solicitation

HACS is soliciting qualification statements from experienced Master Developers with a documented track record of providing the required services. HACS is requiring that each respondent submit a vision that describes the type of mixed-income development(s) the respondent believes is feasible at the Marina Vista and Alder Grove sites and their surrounding neighborhoods. In addition, the proposal shall demonstrate the respondent's capacity and readiness to perform the required Scope of Services expeditiously. Finally, the proposal shall include evidence of the respondent's previous experience and qualifications relative to the provision of such services, particularly the development of mixed-income communities that include public housing units. The selected Master Developer will be responsible for working with the HACS, SHRA, City, and Marina Grove/Alder Vista residents to develop a holistic and sustainable community in the Northwest Land Park-Docks.

PART II – SCOPE OF SERVICES

2.1 Summary of Services

HACS encourages the Master Developer to propose creative forms of partnerships that benefit the development team, HACS and the City. HACS expects to share in development fees and receive a reasonable return on its contributions.

A Master Development Agreement (the "Agreement") will be negotiated that delineates the roles and responsibilities of HACS and Master Developer as well as the fee structure, including pre-development fees. The Master Developer will be tasked with completing a Master Plan for the sites, completing the environmental review in compliance with all local, state and federal guidelines and completing other pre-development tasks. The Master Developer will also be responsible for securing funding for the development program, financial closing, relocation, abatement, demolition, construction, lease up and property

management. Once Implementation financing is secured, the Master Developer will be responsible for all development/project costs.

2.2 Program Requirements

Respondents to this RFQ are strongly encouraged to examine the proposed Program parameters outlined below and to reply with proposals that are responsive to the market, the environment, and that provide for the successful redevelopment of Northwest Land Park-Docks, with a specific focus on the Marina Vista and Alder Grove sites.

The Master Plan to be developed in consultation with the procured Master Developer shall be consistent with the following minimum program requirements (the "Program"):

- A. **One-for-one replacement.** Demolish the existing units of public housing and replace one-for-one with deeply subsidized units (i.e., residents pay no more than 30% of income for rent) on and off the original sites in the Northwest Land Park-Docks neighborhood.
- B. **Mixed-income developments.** Create new units to reflect new, economically viable mixed-income communities that include residential and, if feasible, non-residential uses. To the extent possible, the new communities should include a mixture of deeply subsidized, affordable and market rate rental and homeownership units as determined to be viable and advantageous to the overall development effort. The different affordability types should be mixed across all building types and located throughout all sites. Community facilities and commercial development components of the Master Plan will be determined during the planning process and in consultation with the Developer.
- C. **High quality design.** Create sustainable new communities of high quality design that meet or exceed industry standards and incorporate state-of-the-art energy conservation and green practices in a LEED-certifiable project. Incorporation of LEED-ND principles should also be considered with the intent to achieve LEED-ND certification.
- D. **Leverage resources.** Pursue funding sources appropriate for the revitalization program and leverage HACS-owned land, and HACS and City funding, maximizing the efficiency and effectiveness of public resources. Work collaboratively SHRA, state and federal agencies to identify a variety of resources to support housing and non-residential components of the Master Plan, including the acquisition of additional real property as needed. These resources may include but not be limited to tax credits, bond financing, CDBG/HOME funds, private mortgages, AHP, project-based vouchers, and energy rebates from local utilities.
- E. **Neighborhood Integration.** Integrate the redevelopment program into the City's redevelopment plans, and physically integrate the new mixed-income communities into the fabric of the surrounding neighborhood, respecting existing street patterns and the context and character of the existing architecture. Incorporate acquired properties and/or acquire properties surrounding each site to the extent feasible to develop a larger community that addresses needs based on market conditions and long-term sustainability.

- F. **Economic development.** Include non-residential program elements that strengthen the economic vitality of the area, and support the functions of daily life including education, recreation, retail and community facilities. Maximize economic development opportunities for public housing residents, other Sacramento residents, and women- and minority-owned businesses. Promote HACS's Section 3 goals and objectives in constructing, developing, and operating the new communities.
- G. **Public engagement.** Actively engage the participation of the Marina Vista/Alder Grove residents, Northwest Land Park - Docks community, public agencies and institutions, community-based organizations, and businesses in the planning and implementation efforts.

2.3 Role of HACS and SHRA

SHRA is a joint powers municipal staffing entity created by the City and County of Sacramento to provide staffing services for housing and community development. Since 1973, SHRA has managed, administered, and providing the staffing on behalf of HACS. HACS and SHRA will play the following roles in the planning and redevelopment effort:

- A. **HUD Contact.** HACS will manage and take responsibility for all communication with HUD, and the preparation and submission of program documents and evidentiaries, and will obtain all HUD approvals including but not limited to demolition/disposition approval and mixed-finance approval. However, to the extent any such documents or evidentiaries are within the particular knowledge or responsibility of the Master Developer, HACS will expect the Master Developer to prepare or assist in preparing such documents and evidentiaries as HACS may direct.
- B. **Provider of Capital Funding.** HACS is prepared to grant, loan, or otherwise make available to the Master Developer limited public housing Capital Funds for the redevelopment of the public housing units in the new communities, to be negotiated based on the developer's ability to demonstrate such need in accordance with HUD's Cost Containment and Safe Harbor Guidelines. The Master Developer will be required to achieve the maximum leverage of HACS funds by securing private, other federal, City and State funding, and to secure all funding for non-public housing units. It is expected that the Master Developer will utilize tax-exempt bonds/4% tax credits, 9% tax credits, and/or New Markets Tax Credits as additional financing tools. Per HUD's Cost Containment and Safe Harbor Guidelines, the developer will be required to provide financing for at least 25% of all third party costs during the pre-development period.
- C. **Provider of Other Federal/Local Resources.** To the extent feasible, SHRA is prepared to loan federal or other local resources targeted for affordable housing for the construction and permanent financing for the affordable housing projects that are the result of the Master Plan. The Master Developer will be subject to SHRA's Multifamily Lending and Mortgage Revenue Bond Policies, a copy of which will be provided upon request.
- D. **Provider of Operating Subsidies.** HACS will make financial contributions toward the cost of operating the revitalized development in the form of federal operating subsidies for the public housing units. HACS will not provide to the Master Developer any amount larger than what it receives from HUD less an amount it will retain for its monitoring and asset management functions. The provision of the operating subsidies will be contained in a Regulatory and Operating Agreement, the terms of which will be negotiated between HACS and the selected Master Developer and approved by HUD. Use of public housing funds for development and operations comes with federal restrictions. The Master Developer is responsible for knowing the restrictions that apply and understanding how they may

affect the development. HACS may also provide Section 8 Project-Based Vouchers to the owner of any development as replacement housing.

- E. **Real Estate Structure.** It is HACS's intent to enter into a financial and real-estate structure with the Master Developer that maximizes financial benefit to the HACS. The Master Developer shall develop the public housing units in a manner which will qualify them for a Payment in Lieu of Taxes ("PILOT") and any related Cooperation Agreements with the City of Sacramento as authorized by law if HACS determines it will be in the best interest of the development.
- F. **Relocation.** Master Developer working with HACS will be responsible for relocating all existing residents from the site in a time frame to be determined. The Master Developer may be requested to phase the redevelopment effort to create new housing that Marina Vista and Alder Grove residents can relocate to in one move, avoiding the need to move out of the Northwest Land Park – Docks community.
- G. **Admissions.** All existing Marina Vista/Alder Grove residents will have the right to return to any replacement unit if they are lease compliant per HACS' lease and criteria in HACS' Admissions and Continued Occupancy Policy (ACOP). No additional screening criteria will be imposed. Once the replacement units have been offered to former Marina Grove/Alder Vista residents, any remaining units and those at turnover must be offered to applicants on HACS' waiting list.
- H. **Asset Manager.** HACS will continue to have asset management responsibilities related to the public housing units as well as all other units in which HACS or its affiliate has an ownership interest. HACS will monitor and enforce the terms of its Lease(s) and and Operating Agreement(s) with the Master Developer and require that all housing units be managed in accordance with applicable local, state and federal requirements.
- I. **Regulatory Oversight.** SHRA will have asset management responsibilities with all the Regulatory agreements between the Master Developer and SHRA associated with SHRA-provided funding.
- J. **Property Management.** HACS reserves the right to resume its role as property manager of the transformed site after the development has stabilized and had the prerequisite Developer/Owner controlled operational history (potentially 5-7 years into the tax credit compliance period).
- K. **Monitor Master Developer Compliance with Hiring Opportunities.** HACS will monitor the Master Developer's plans and efforts for reaching Section 3, Minority Business Enterprises (MBE), and Women-Owned Business (WBE) goals and objectives. Section 3 requirements include not only resident employment but also contracting with Section 3 business entities.

2.4 Role of the City of Sacramento

The City's Community Development Department is fully committed to provide support and assistance in tailoring zoning and General Plan designations to meet the needs of a future project on the Marina Vista/Alder Grove sites consistent with financial market needs, environmental considerations, neighborhood input, and Council direction / approval. Towards that end, the land use tools the City could utilize for redevelopment of the Marina Grove/Alder Vista sites (and a broader area as needed to achieve project objectives) include:

- Specific Plan
- Special Planning District (SPD)
- Planned Unit Development (PUD)

- **General Plan Amendment/Rezone**

The City is willing to initiate the appropriate level of land use entitlement action to accommodate and complement the master planning process initiated by the Master Developer selected through the RFQ.

The City is also willing to explore the provision of financial incentives for this project, including, but not limited to:

- Sewer Credits
- Relief from Quimby Park dedication In-lieu fees
- Infill credits for Park Impact Fee

Further discussion and details of these possible financial incentives will occur upon the selection of the Master Developer and during the development of the Master Plan for the Marina Vista/Alder Grove sites.

2.5 Roles of HACS's Advisors/Consultants

HACS has assembled a team of experienced advisors and consultants to assist it with the planning and implementation of the redevelopment efforts. The Master Developer must work collaboratively with these advisors/consultants to ensure the successful and expeditious development of the new mixed-income communities. These consultants include:

EJP Consulting Group (EJP) – HACS has procured EJP as a development consultant to assist with procurement under this RFQ. EJP will provide technical assistance and training to HACS staff on mixed-finance development, HUD regulations and processes and will provide advice to HACS in negotiating deal terms with the Master Developer.

Coats Rose Yale Ryman & Lee – Coats Rose has been retained by HACS as legal counsel to represent and protect its interest in contracts and documents related to mixed-finance development and closing. The Master Developer shall provide its own legal counsel to provide advice and counsel regarding closing documents and evidentiaries required for implementation of the mixed-finance development phases in the new mixed-income communities.

2.6 Roles and Responsibilities of Master Developer

Throughout the planning and redevelopment effort, the Master Developer will work closely with HACS, SHRA, the residents, HACS's consultants, and the City of Sacramento. The Master Developer will be responsible for ensuring that the final Master Plan for the sites is financially feasible and implementable. The final Master Plan must create the blueprint for successful, stable, diverse, safe, attractive and sustainable mixed-income communities. In general, the goal of the Master Plan should be to ensure that all units are produced in a manner that renders the public housing units indistinguishable from those targeted to other income groups, and the developments are integrated into the fabric of the existing neighborhood.

General:

- **Oversee and Implement Redevelopment Efforts** - Provide the necessary staffing, expertise, supervision and guarantees to implement all aspects of the redevelopment fully and expeditiously as required by the Master Development Agreement (MDA).

- Hire and Manage Consultants and Contractors Necessary to Implement the Project – Working with HACS, procure consultants and/or contractors and coordinate all tasks necessary to finalize the Master Plan and Implement the Development. At a minimum, the Master Developer's team will include consultants appropriate to cover the architectural, environmental review, market analysis, geo-technical studies, civil, mechanical and electrical engineering, and any other activities deemed necessary by the Master Developer. Respondents are strongly encouraged to demonstrate participation on their team of expertise in areas of relevance to the state and local development processes, including LIHTC financing and construction matters, and experience with CTCAC.
- Maintain Communication Regarding Development Progress with HACS and the Residents - HACS will establish a regular schedule of team meetings, in which the Master Developer will participate. Moreover, the Master Developer will be responsible for submitting monthly progress reports on the project status and schedule, including but not limited to design, permits, financing, resident coordination, etc. The related format and media form of such reports will be defined in the Master Development Agreement.
- Develop and Maintain Quality Control Measures - The Master Developer is responsible for ensuring the Development is constructed and managed with the highest quality materials and workmanship. The Master Developer will be required to implement quality assurance and control measures to ensure effective performance by all parties in all aspects of the program.
- Develop and Maintain a Detailed Development Schedule and Critical Path Schedule - Develop and maintain a detailed schedule of events, predicated on financing deadlines, that includes pre-development activities, construction start, project stabilization and permanent loan close. Develop a Critical Path Schedule for all phases of construction, and lease-up and stabilization.
- Community Facilities - The Master Developer may be tasked with the construction of any community facilities that are included in the development program.
- Foster Community Involvement in Project Implementation - Facilitate and foster the involvement of Marina Vista/Alder Grove residents and the neighborhood prior to the execution of the Master Development Agreement and in the design and implementation of the Master Plan. In cooperation with HACS, keep residents informed of the status of the revitalization effort, plan for providing job opportunities for residents during and after implementation, and assist/encourage resident businesses.
- Responsiveness to Local Community, Neighborhood, and City Interests - Promote and maintain good relations with community and neighborhood groups, and federal, state and local governments.
- Compliance with Laws - Comply with all applicable federal, state and local laws, rules and regulations applying to the activities required by the Agreement.
- Debarment - The Master Developer must provide evidence that any subcontractor is not debarred, suspended or otherwise prohibited from professional practice by any federal, state or local agency.
- Minority and Women's Business Enterprise (M/WBE) - The Master Developer shall develop a strategy to coordination with the HACS to meet the requirements of the Minority and Women's Business Enterprise requirements under the U.S. Department of Housing and Urban Development. Depending on the type of project and funding source, the specific federal requirements are found at 24 CFR 85.36 or at 24 CFR 84.44(b).

- **Section 3** – The Master Developer shall develop a strategy in coordination with HACS for fostering Section 3 employment, training and contracting opportunities throughout the redevelopment process that are consistent with the requirements of Section 3 of the Housing and Urban Development Act of 1968, as amended (12 U.S.C. 1701u). HACS is committed to ensure that all contractors and any tier subcontractors that are awarded a contract in excess of \$100,000 for work generated through the expenditure of HUD funding shall take all necessary and reasonable steps to provide meaningful, full-time, permanent employment and training to Section 3 qualified persons. The Section 3 employment goal is 30 percent of all new hires. Further, all contractors and any tier subcontractors that are awarded a contract in excess of \$100,000 for work generated through the expenditure of HUD funding shall take necessary and reasonable steps to provide business opportunities to Section 3 qualified business concerns. The Section 3 contracting goal is 10-percent of contract and subcontract value. The selected Master Developer shall have a viable program in place to assure the goals are met or exceeded. A monthly report to HACS is required by the Master Developer to accurately demonstrate the level of effort and compliance.

Pre-Development:

- **Prepare a Market Analysis Addressing the Residential and Non-Residential Components of the Plan** – Working with HACS to finalize the overall development program, prepare a market analysis that will, based on local economies, assist in determining the proper mix of rental vs. homeownership units and subsidized vs. market rate units consistent with the 1:1 public housing replacement requirement, with a preference for replacing units on-site; assist in determining the proper mix of any non-residential uses including community, recreational and commercial; and confirm that proposed rents (both residential and commercial) and unit sales are supportable in the local market.
- **Master Planning Process** – Plan, coordinate and lead a comprehensive Master Planning process that will solicit meaningful input from all stakeholders, the City of Sacramento and HACS. During the schematic design and design development phases, meet regularly with HACS, the residents, and the neighboring community to review all aspects of the design. Activities include but are not limited to securing permits and approvals, entitlements, survey and engineering, etc.
- **Prepare Final Master Plan** - In consultation with HACS, the residents, the City of Sacramento and other interested stakeholders, prepare a detailed final Master Plan that supports the Program goals, feasibly achieves the unit counts envisioned, and is acceptable to HACS and HUD.
- **Develop a Homeownership Plan (if part of the Master Plan)** - In cooperation with HACS and SHRA, and per HUD requirements, prepare a detailed plan for any subsidized and non-subsidized homeownership opportunities proposed for public and non-public housing residents.
- **Develop a Multifamily Plan** – In cooperation with the HACS, SHRA and per HUD requirements, prepare a detailed plan for subsidized rental opportunities which will require an affordable housing market analysis of the proposed affordable multifamily site(s).
- **Obtain Environmental Clearances** - In collaboration with HACS, procure the necessary consultants and prepare the necessary documents to obtain environmental clearances from all interested agencies.

- **Demolition and Remediation** – The Master Developer will assume primary responsibility for the demolition and remediation of the existing public housing units.
- **Plans and Specifications** - The Master Developer will be responsible for the preparation of the infrastructure and building plans and specifications which will be subject to HACS and City review.

Financing:

- **Produce an Overall Financing Plan** - Produce an attainable financing plan for the overall revitalization effort. The overall financing plan will be developed in conjunction with the Master Plan, market analysis. The financing plan must demonstrate a sensitivity and approach in using HACS and other public funds and resources in the most efficient manner, maximizing leveraging of any HACS funds to the greatest extent possible.
- **Prepare the Mixed-Finance Proposal/HUD Rental Term Sheet** – Provide required information for the preparation of any Mixed-Finance Proposals. HACS shall submit the Mixed-Finance Proposal to HUD for review and shall prepare the evidentiary documents for which it is responsible and shall make all evidentiary submissions to HUD (as described in the Role of HACS).
- **Financing Application(s)** – In accordance with the Agreement, the Master Developer will be required to pursue diligently and use best efforts to obtain all financing necessary to implement the Master Plan in a timely fashion, which may include, but not be limited to, tax credits, tax-exempt bonds, state and local funds and private debt.
- **Maximize the Leverage of Public and Private Resources** - Maximize the leverage of public and private resources by pursuing all reasonable sources of financing and utilizing a variety of partners and partnerships. Take full responsibility for securing all financing sources in a timely fashion. Coordinate discussion and negotiations with financial institutions and private partners. All financing terms are subject to review and approval by HACS and SHRA.
- **Obtain Equity Investment** – Using an approved competitive process, obtain equity financing commitments on the best terms currently available.
- **Guarantees** - Provide all guarantees required for the successful financing of the Project, including completion guarantees, operating deficit guarantees, and tax credit adjuster or recapture guarantees and guarantees of performance under the Agreement. The Master Developer will be required to demonstrate financial ability to honor the guarantees, and indicate how they intend to honor the guarantees if necessary.
- **Fees** – Identify all fees and/or compensation provided to the Master Developer and any of its related entities for each development with replacement units.
- **Operating Feasibility** - Structure reserves and other devices as will reasonably guarantee the long-term operating feasibility of the replacement units, utilizing no more subsidy than is made available or committed by HACS.
- **Accounting/Financing** - Maintain accounting records and ensure Project financing is available at the appropriate times and utilized in the appropriate manner.

Construction:

- **Hire Qualified General Contractors and Oversee Construction Activities** - As to be provided for in the Master Development Agreement (MDA), the Master Developer will create and implement a process for selecting the most qualified General Contractor (if the General Contractor is not identified as member of the Development Team at the time the Proposal is submitted to HACS). During construction, the Master Developer shall provide oversight, and management as deemed necessary, of construction activities by coordinating with all development team members and attending job-site meetings to ensure the expeditious implementation of construction activities.
- **Facilitate Necessary Site Improvements** – Pursuant to the MDA, the Master Developer shall initiate and complete abatement and demolition, site work, and infrastructure construction.
- **Implement Development Program** – In accordance with the MDA and the final Master Plan approved by HACS and HUD, the Master Developer will develop all improvements associated with the development program, including multi-family and single-family units, community facilities and any commercial space.

Ownership and Asset Management:

- **Organize Ownership Entity** - The selected Master Developer will be expected to organize an ownership entity and structure approved by HACS, which may include an instrumentality of HACS.
- **Ensure the Short- and Long-Term Viability of the Developments** -The Master Developer shall develop and implement marketing, re-occupancy, asset and property management plans that will ensure the short- and long-term viability of each replacement housing development. Plans shall be reviewed and approved by HACS and SHRA.
- **Market and Lease-up the Rental Units** - The Master Developer shall create and implement a marketing and lease-up strategy for the rental units to ensure that stabilized occupancy is achieved in compliance with all applicable financing, land use agreements, and HUD requirements.
- **Market and Sell the Homeownership Units (if applicable)** - The Master Developer shall develop and implement a Homeownership Plan including a marketing and sales plan and abide by sales structure and programming in accordance with applicable local, state and HUD regulations.

PART III – SUBMISSION REQUIREMENTS

3.1 Outline of Submission Requirements

Listed below are the sections that must be included in the written proposal. Each section must be clearly labeled using the bold-faced titles listed below, and shall be assembled in the order described herein. The required submission must be bound and each section tabbed.

Respondents must compile responses using the following outline:

1. Letter of Interest
2. Team Description
3. Profile of the Master Developer
4. Profiles of the Development Team Members

5. Technical Response
 - 5.1 Conceptual Design Approach
 - 5.2 Financing Approach
 - 5.3 Business Terms
 - 5.4 Development Schedule
6. Community Participation
7. MBE/WBE/Section 3 Participation Plan
8. Required Certifications

3.2 Description of Submission Requirements

The following provides guidance on qualifications-based proposal and how it must be organized. The purpose of this information is to establish the requirements, order and format for responses, and to ensure that the proposals are complete, include essential information and can be fairly evaluated. Respondents are requested to avoid duplicative materials and redundancies in the proposal.

1. Letter of Interest

The cover letter must list the development team members and identify the primary contact person. Please include phone number, facsimile number and e-mail address. The letter must be signed by an authorized principal of the Master Developer's firm.

2. Team Description

Provide information on the Master Developer and the development team, including the following:

- a. Contact person, title, telephone/facsimile numbers and e-mail address;
- b. Name of Master Developer, main address, telephone/facsimile numbers and e-mail address;
- c. Address, phone and facsimile numbers of office from which services will be provided, if different from above;
- d. Description of the firm size, number of employees, and a description of type, location, scheduled completion and dollar value of the projects in the pipeline;
- e. Proposed role of Master Developer within development team;
- f. Identify the individual who will serve as project manager for the development team and who will direct and coordinate the development effort through completion. Describe the project manager's prior experience with developments of similar scope and size, with particular emphasis on experience directing a multi-disciplinary team and facilitating a community involvement process;
- g. Provide an organization chart of the development team. All entities that comprise the team must be identified including consultants, contractors, and attorneys, indicating their specialization(s), and specific contribution to the team, and whether they are an M/WBE/Section 3 business. Please provide information on the development team's prior experience working together.
- h. Provide examples of the team's prior experience in the planning and construction of mixed-income, mixed-finance and mixed-use housing development projects of comparable size and complexity in urban areas within the past five (5) years. Also discuss the team's experience in

obtaining, structuring, and implementing layered financing for such projects, including 9% tax credits and other sources of financing, particularly in California;

- i. Provide examples of the team's experience with public housing requirements, including the rules and requirements applicable to mixed-finance development using public housing capital funds, and public housing operations;
- j. Provide a narrative description of the team's previous experience in integrating community and supportive services into the overall development and maintenance of similar projects;
- k. Provide a narrative description of the team's previous experience in successfully utilizing M/WBE/Section 3 businesses and achieving goals for utilization;
- l. Indicate whether the Master Developer or any team member has ever been terminated from a contract, and if so, describe the circumstances and outcome; and
- m. Indicate whether the Master Developer or any team member has ever sued or been sued by a Housing Authority, and if so, describe the circumstances and the outcomes.

3. Profile of the Master Developer

Provide an overview of the Master Developer's experience in the planning, construction and management of developments similar to what is proposed. Include the following information for the last five (5) years. Projects must be listed in chronological order:

- a. List all **affordable and mixed-income rental housing developments** (preferably involving HUD mixed-finance or HOPE VI developments) **highlighting any that incorporated mixed-uses** that were successfully completed within the past 5 years, identifying the states where the projects are located, sources of financing including the size of the tax credit allocations and tax-exempt bond allocations received, the name of the Investor(s) and dollar amount the Investor(s) paid for the tax credits (expressed in cents per tax credit dollar). Specify the number of units, unit size, and income levels served (very low, low, moderate, market-rate or mixed and senior) and the cost of each project. Additionally, identify any noteworthy features of these projects, including retail, commercial, office and community spaces, and childcare facilities developed to name a few. Provide evidence of timely implementation demonstrating that projects were on schedule and within budget.
- b. Provide evidence of competence with meeting requirements of LIHTC program and whether Master Developer, any affiliated entity or related property manager has ever been cited with any program violations by any state housing finance agency.
- c. Indicate the projects which employed **alternative construction techniques**, such as deconstruction, prefabricated buildings, etc. Indicate developments employing **sustainable development techniques** and all LEED-certified development projects.
- d. Demonstrate experience with **property management** of mixed-income, mixed-finance, and mixed-use rental developments of similar size, either directly or through supervision of property management provided by a third party. Include information about income groups served, current occupancy levels, operating deficit history, and ability to provide funding for community and supportive services programs.

- e. Provide examples of previous projects evidencing the Master Developer's experience with successful new construction of single-family and multi-family homeownership residences in an urban setting, including any such projects that are mixed-income.
- f. 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.
- g. Attach three concurrent years of audited or Certified Public Accountant prepared financial statements from each member of the Master Developer's team who will be providing any guarantees in connection with the development and operation of the project. The financial statements must include the most current year for which audited or CPA prepared financial statements are available. The statements must include an Income Statement as well as a Balance Sheet showing assets, liabilities and net worth of the entity. Financial statements and bank references may be placed in a separate sealed envelope marked "confidential." Additionally, submit one bank reference for the Master Developer.

NOTE: Financial statements will be kept confidential and only reviewed by third party consultants who will advise the Selection Committee as to the quality of financial capacity. Statements will not be shared with the Selection Committee. Please submit two (2) copies in a clearly marked envelope, separate from the bound submittal of qualifications. Financial statements are to be provided for review only and will be returned at the completion of the selection process.

- h. Provide a statement indicating how the Master Developer will honor all financial guarantees, should the need arise.
- i. In addition to the bank references, five references must be submitted for the Master Developer. References that are relevant to the scope of work as anticipated in this RFQ 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
 - (iii) General contractor on a comparable development
 - (iv) State Housing Finance Agency, if available
 - (v) A community group or public housing resident group that worked with the Master Developer on a specific project

4. Profiles of the Development Team Members

- a. For team members not directly employed by the Master Developer, provide a narrative overview of their experience within their respective disciplines on the planning, development, and operation of mixed-income, mixed-finance, and mixed-use developments of comparable size and complexity in urban areas; and
- b. Three references as described in 3(i) above must be submitted for each business entity member of the development team.

NOTE: In providing references in accordance with 3(l) and 4(b), please provide name, title, organization name, phone and facsimile numbers, and e-mail addresses. **Please reference the name of the development with which the reference is familiar.** Ensure that all names and phone numbers are current.

5. Technical Response

Respondents must provide a preliminary conceptual vision for how they would create mixed-income, mixed-use communities utilizing the Marina Vista and Alder Grove sites and any other parcels in the surrounding neighborhood. A specific plan is not required, or appropriate, at this time. However, HACS is interested in the Master Developer's vision for and approach to creating holistic and sustainable communities inclusive of public housing units in the neighborhood. The Master Developer must, at a minimum, discuss the following components of their approach:

5.1 Conceptual Design Approach

The response must include the Master Developer's initial proposed vision for each of the sites. This vision should include a preliminary definition of the areas around each site that would be targeted for acquisition and/or inclusion in a place-based strategy for each community. The proposed vision for the new mixed-income community can be in narrative form; specific site designs and renderings are not required at this stage but may be submitted for illustrative purposes. The narrative must provide the Master Developer's initial reaction to the sites, be responsive to HACS's stated objectives, and reflect an understanding of the Northwest Land Park – Docks neighborhood goals. The narrative should address how the Master Developer's Team will accomplish the overall goals and objectives of the Development, a preliminary income mix target for the rental units, and any homeownership units, community space, and/or retail/commercial space, and any green aspects to the plan. It is understood that the specifics of the development project and site and unit designs will be developed during the Master Planning process and are not required at this stage.

5.2 Financing Approach

Describe how the Master Developer will pursue financing for the redevelopment effort and leverage HACS's resources (including land and other public funds). Identify the various funding sources that are appropriate for creating mixed-income developments and the developer's capacity to obtain LIHTC and other financing commitments in California.

5.3 Business Terms

HACS and SHRA. In consideration of its contribution of resources, including potential funding and land, HACS anticipates a return on its investment. The form of this return can include a share of developer fees and cash flow, rent on the land ground leased from HACS, or by other mechanisms proposed by the Master Developer and acceptable to HACS and SHRA. The Master Developer should propose a specific role for HACS in the ownership structure, as appropriate (e.g. special limited partner, co-developer, lender, ground lessor, etc.) that allows it to receive an investment return and does not negatively impact the underlying project economics.

HACS is interested in playing a role in property management and the Master Developer must provide a description regarding how HACS can participate in and/or develop experience managing mixed-income communities. HACS understands that any role it plays in

development and/or property management is subject to the approval of equity investors and lenders.

Master Planning Budget. The Master Developer must propose a budget for preparing a detailed Master Plan to guide the redevelopment. This should be accompanied by a description of the tasks and timeline associated with developing the Master Plan.

Fees and Cost Limitations. HUD's Cost Control and Safe Harbor Guidelines will be the basis for negotiating business terms.

These guidelines set limits for developer, contractor and property management fees, govern the use of, contribution to, and pay out of reserves and developer fees, control HACS's contribution to funding predevelopment activities, and determine how much public housing funding can be provided to fund a development. Funds will be provided for the development of the public housing units in accordance with regulatory and policy restrictions. The Master Developer must state its position and reasoning for each of the following development cost areas:

- a. Expected amount and method of compensation for participation in planning activities related to development of the Master Plan and for providing design services that result in a final program and financing plan.
- b. Expected amount and method of compensation for predevelopment activities related to implementation of the Master Plan.
- c. Proposed development fee, stated as a percentage of total development costs as defined by HUD.
- d. Proposed limitations on guarantees or unique approaches to reserves, cash flow, etc.
- e. Compensation and return on investment to be paid to HACS, including a share of development fees, ground lease payments, property management fees, incentive fees, interest earnings on loans and residual cash flow.
- f. Any additional fees and/or compensation to developer and any of its related entities.

Development Guaranty. For every development phase, the Master Developer shall provide an unlimited guaranty of completion and performance from a financially responsible entity satisfactory to HACS to ensure that the development is completed. The guaranty shall cover development costs in excess of contingencies agreed to by HACS. Further details of the guaranty will be negotiated and included in the Master Development Agreement.

Right of First Refusal and/or Purchase Option. HACS will be provided a right of first refusal and purchase option using the minimum purchase price permitted under federal tax law to secure the right to purchase public housing units and/or the mixed-income rental developments in which they are a part upon expiration of mortgages, refinancing, or notification of interest/readiness to sell housing developments.

5.4 Development Schedule

The Master Developer must include a proposed development timeline, including a critical path timeline for the master planning process and predevelopment activities; and recommendations for phasing the redevelopment of the HACS sites. The schedule should incorporate the LIHTC allocation cycle, if appropriate. The narrative should explain how your experience, insight, and motivation to improve Northwest Land Park - Docks can reasonably expedite the redevelopment.

6. Community Participation

Describe how the team will involve the Marina Vista/Alder Grove residents and Northwest Land Park – Docks community in the planning and implementation of the redevelopment activities both prior to the execution of the Master Development Agreement during negotiations and thereafter. The response must include a discussion of the approach and methods your team will utilize to assure meaningful participation by Marina Vista/Alder Grove residents, community stakeholders and local government entities in the planning and implementation of the Master Plan.

7. MBE/WBE/Section 3 Participation Plan

Identify which members of the development team are M/WBE/Section 3 businesses. Describe prior development experience utilizing M/WBE and Section 3 businesses in sufficient detail to reveal the team's track record and allow an assessment of the level and quality of effort. The response must include a discussion of the approach and methods your team will utilize to assure significant employment of residents of HACS and other individuals eligible as Section 3 participants.

8. Required Certifications and Information

The following documents, which are contained in the Appendix, must be included in the proposal and must be properly executed and/or notarized:

- Acknowledgement of Addenda – Appendix A
- HUD Form 5369-C – Certifications and Representations of Offerors Non-Construction Contract – Appendix C

PART IV – PROCUREMENT PROCESS

4.1 Proposal Evaluation/Contract Award

Qualifications received in response to this solicitation will be evaluated and scored by a Selection Committee. Scoring will be based on the predetermined Evaluation Criteria contained in the solicitation. The results of the evaluation and due diligence review will be used to determine those Respondents to be the most qualified. These firms may be requested to supply additional information to assist in completing the due diligence review. Failure to satisfactorily complete the request for additional information for due diligence review within the timeframe established by HACS will result in the Respondent being removed from further consideration.

Up to three (3) Respondents with the highest scores based upon the evaluation criteria and successful completion of the due diligence review will be asked to participate in presentations/interviews. The purpose of the presentations/interviews is to provide the Selection Committee an opportunity to pose questions emanating from their review of the written responses and obtain clarifications. HACS will also provide an opportunity for Respondents to submit Best and Final Offers based on questions and discussion at the

Interviews. The Selection Committee reserves the right to schedule site visits to existing properties completed by the interviewed Respondents. Reference checks will also be completed. Scoring for the interviewed Respondents may be adjusted based upon the presentations/interviews plus any site visits and reference checks.

The firm with the highest ranking based upon the evaluation process will be selected to proceed to the contract negotiation stage. If a contract cannot be negotiated with this firm, negotiations will be terminated. HACS will then initiate negotiations with the next highest rated firm. This procedure will continue until a mutually satisfactory contract has been negotiated.

HACS reserves the right to make no award or decline to enter into negotiations should it believe that no respondent to this RFQ will be capable of delivering the necessary level of services within an acceptable price range and/or time period. Contract award will be subject to approval by SHRA's Board, and possibly the United States Department of Housing and Urban Development.

Should any offeror wish to protest the final selection, they shall have ten (10) calendar days after the date of the selection letter to submit to SHRA a written protest. The written protest shall be full and complete; specifying in detail the grounds of the protest and the facts supporting the protest or it will not be considered. Any offeror who has a legitimate protest must claim to be eligible for award of contract. Protest letters are to be sent to:

Sacramento Housing and Redevelopment Agency
Attn: Procurement Services Supervisor
801 12th Street
Sacramento, CA 95814

4.2 Evaluation Criteria

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

<i>Evaluation Factors</i>	<i>Points</i>
<p>Experience and Capacity of Development Team to Develop and Manage Property The degree to which the Master Developer and Team demonstrate:</p> <ul style="list-style-type: none"> • Cohesion of the team, as demonstrated by previous experience working together, and coherence of their technical response. • Successful experience in the planning and development of mixed-income, mixed-finance and mixed-use housing development projects of comparable size and complexity in urban areas. • Experience with the LIHTC program and ability to obtain, structure and implement layered financing for such projects, including 9% tax credits and other sources of financing. • The financial capacity (as developer and provider of guarantees) as evidenced by financial statements, the firm's most recent audit and bank references, and the Master Developer's discussion of how it intends to honor all guarantees should the need arise. • The degree to which the Master Developer demonstrates successful experience with ownership and property management of mixed-income, mixed-finance, mixed-tenure, and mixed-use rental developments of similar size, either directly or through supervision of property management. • Degree to which members of the team (other than the Master Developer) demonstrate successful experience in their respective disciplines as required for the planning, development and operation of mixed-income, mixed-finance and mixed-use developments of comparable size and complexity in urban areas. • The extent to which the Master Developer demonstrates a successful track record with HUD programs or similar mixed finance programs for the development of low-income housing, including public housing, and the experience of the Developer in successful joint venture(s) or development programs with HUD or other governmental entities. 	50

Technical Response and Vision <ul style="list-style-type: none"> The degree to which Developer's vision is creative, green and innovative and meets the needs of the housing market (mixed income) and total neighborhood revitalization. The degree to which the Developer understands the critical issues of the project and can demonstrate a feasible financing strategy including reasonable developer contributions and fees, proposed ownership and fee structure that provides the most benefit to HACS, its return on investment, and the long-term viability of the development, and reasonable schedule to expedite development. The degree to which the team demonstrates a coherent and creative approach to creating holistic, vibrant and sustainable mixed-income communities. 	25
MBE/WBE/Section 3 Employment and Contracting Plan <ul style="list-style-type: none"> Extent to which M/WBE/Section 3 businesses are included on the Development Team. Level and quality of previous experience utilizing MBE/WBE/Section 3 businesses. Degree to which the development team demonstrates its commitment to ensuring that HACS's stated MBE/WBE/Section 3 goals are met and/or exceeded. 	15
Effective Use of Public Resources <ul style="list-style-type: none"> The degree to which the Master Developer shows restraint in its proposed fees/business terms and creativity in its leverage of other resources, both capital and in-kind, so as to minimize the net use of HACS and other public funds, and offers HACS a return on its investment. 	10

PART V – CONTRACTING REQUIREMENTS

5.1 Compliance with Laws and HUD Regulations

The selected Respondent shall comply with all local, state and federal laws and regulations in performance of services pursuant to this solicitation, including but not limited to:

- Uniform Administration Requirements** contained in 24 CFR 85.1 et seq., as amended;
- Executive Order 11246** of September 24, 1965 entitled "Equal Employment Opportunity" as amended by Executive Order 11375 of October 13, 1967 and as supplemented in Department of Labor regulations (41 CFR 60) (*all construction contracts in excess of \$10,000*)
- Sections 103 and 107 of the Contract Work Hours and Safety Standards Act** (40 U.S.C. 327-330) as supplemented by Department of Labor regulations (29 CFR Part 5). (*Construction contracts in excess of \$2,000, and in excess of \$2,500 for other contracts that involve the employment of mechanics and laborers*)
- All applicable standards, orders and requirements issued under Section 306 of the Clean Air Act** (42 U.S.C. 1857(h)), Section 508 of the Clean Water Act (33 U.S.C. 1368), Executive Order 11738, and Environmental Protection Agency Regulations (40 CFR Part 15). (Contracts, subcontracts, and subgrants in excess of \$100,000)
- Copeland "Anti-Kickback" Act** (18 U.S.C. 8754) as supplemented in Department of Labor regulations (29 CFR Part 3). (*All contracts and subgrants for construction or repairs*)
- The Americans with Disability Act of 1990 (H.R. 2273, 8.933)**; Sections 501 and 504 of the Rehabilitation Act of 1973, as amended; the Architectural Barriers' Implementing regulations (24 CFR 40). (*All construction contracts*)
- All applicable standards, orders and/or requirements established by and/or pursuant to:**
 - The Solid Waste Disposal Act as amended by the Resources Conservation and Recovery Act of 1976 (42 U.S.C. 6901, et seq.), and any amendments thereto;
 - The Toxic Substance Control Act (15 U.S.C. 2601, et seq.), and any amendments thereto;
 - Occupational Safety and Health Administration regulations, and any amendments thereto;

- iv. The Comprehensive Environmental Response Compensation and Liability Act (42 U.S.C. 9601, et seq.), and any amendments thereto;
 - v. The National Environmental Policy Act (42 U.S.C. 4321 et seq.) and implementing regulations (24 CFR Parts 50 and 58), and any amendments thereto;
 - vi. The California Environmental Protection Agency regulations, and any amendments thereto;
 - vii. The California Department of Labor regulations, and amendments thereto; and
 - viii. Executive Order 11738 and the U.S. Environmental Protection Agency's implementing regulations (40 CFR Part 15), and any amendments thereto.
8. HUD's Section 3 regulations as found in the Code of Federal Regulations, at 24 CFR Part 135 - Code of Federal Regulations site.

5.2 Liability and Insurance Requirements

The selected Respondent will be required to maintain General Liability, Worker's Compensation, Automobile Liability, Professional Liability, and other forms of insurance coverage with firms authorized to do business in the State of California and having a Best's rating of at least A-VII, or a rating of such other rating service as SHRA, in its sole discretion, shall require, during the duration of performance of activities pursuant to this RFQ. The Master Developer will also be required to indemnify HACS and SHRA against claims and obligations due to actions and activities of the Master Developer and not arising from negligence or misconduct of HACS and SHRA and its employees. Terms of required insurance and indemnification will be included in the MDA.

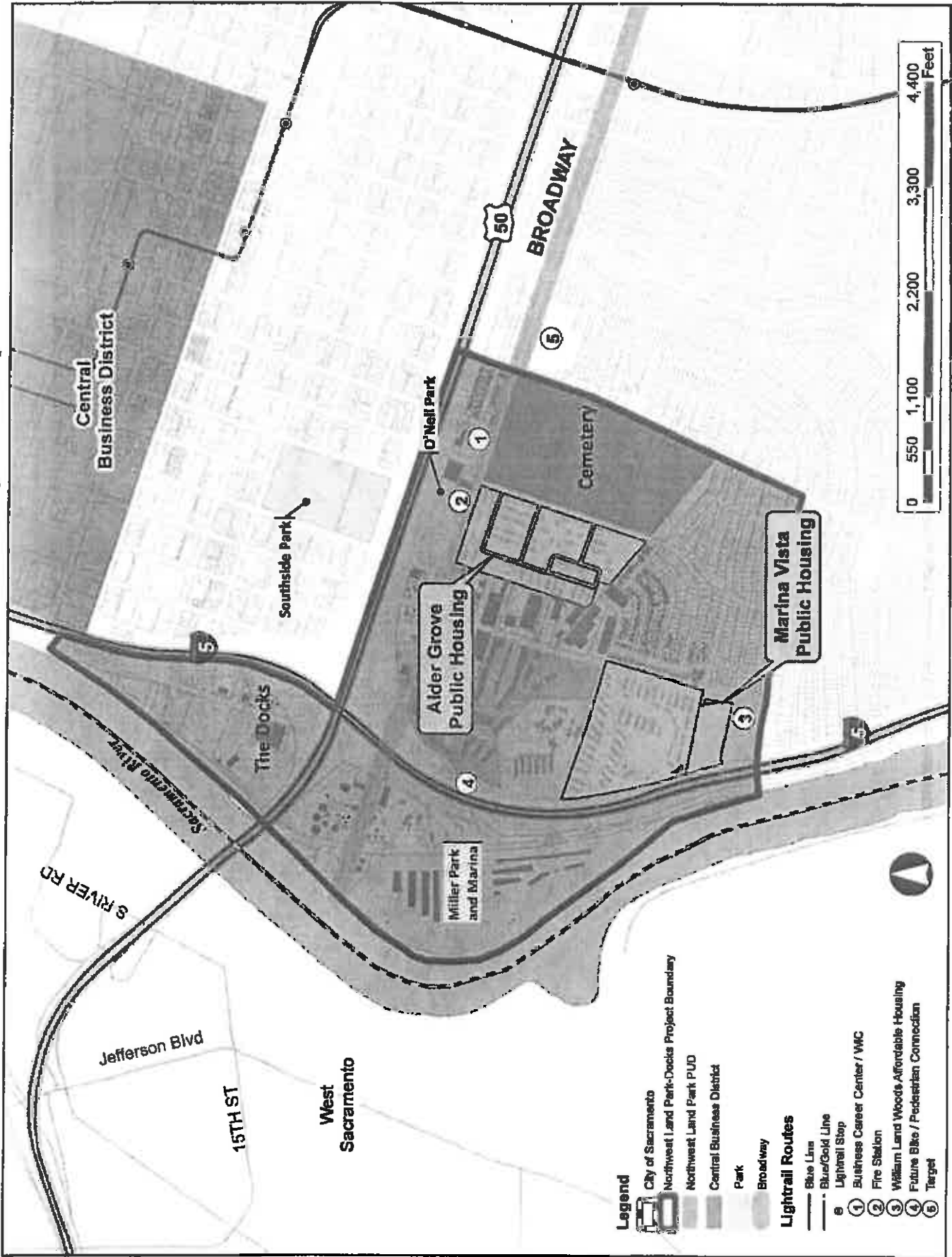
5.3 Conflict of Interest

By responding to this RFQ with a submission, the Respondent warrants that, to the best of its knowledge and belief, and except as otherwise disclosed, it does not have any organizational conflict of interest. Conflict of interest is understood as a situation in which the nature of the work under this solicitation and the organizational, contractual and financial interest of the respondent are such that:

- 1. The respondent may have an unfair advantage; or
- 2. The respondent's objectivity in performing work pursuant to this RFQ may be compromised.

Respondents should note that a conflict of interest arises if an employee, officer or agent of HACS, a member of his/her immediate family, his/her partner, or an organization that employs or is about to employ any of the above (the employee/officer/agent, his or her immediate family or partner) has financial or other interest in the respondent.

Attachment 1 - Marina Vista / Alder Grove Neighborhood Map



Appendix A

ACKNOWLEDGEMENT OF ADDENDA Master Developer for Marina Vista / Alder Grove

Offeror has received the following Addenda, receipt of which is hereby acknowledged:

Addendum Number: _____	Date Received: _____
Addendum Number: _____	Date Received: _____
Addendum Number: _____	Date Received: _____
Addendum Number: _____	Date Received: _____
Addendum Number: _____	Date Received: _____

(Offerors Name)

(Signature)

(Printed or Typed Name)

Appendix B

Instructions to Offerors Non-Construction

U.S. Department of Housing
and Urban Development
Office of Public and Indian Housing



- 03291 -

1. Preparation of Offers

(a) Offerors are expected to examine the statement of work, the proposed contract terms and conditions, and all instructions. Failure to do so will be at the offeror's risk.

(b) Each offeror shall furnish the information required by the solicitation. The offeror shall sign the offer and print or type its name on the cover sheet and each continuation sheet on which it makes an entry. Erasures or other changes must be initialed by the person signing the offer. Offers signed by an agent shall be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the HA.

(c) Offers for services other than those specified will not be considered.

2. Submission of Offers

(a) Offers and modifications thereof shall be submitted in sealed envelopes or packages (1) addressed to the office specified in the solicitation, and (2) showing the time specified for receipt, the solicitation number, and the name and address of the offeror.

(b) Telegraphic offers will not be considered unless authorized by the solicitation; however, offers may be modified by written or telegraphic notice.

(c) Facsimile offers, modifications or withdrawals will not be considered unless authorized by the solicitation.

3. Amendments to Solicitations

(a) If this solicitation is amended, then all terms and conditions which are not modified remain unchanged.

(b) Offerors shall acknowledge receipt of any amendments to this solicitation by

- (1) signing and returning the amendment;
- (2) identifying the amendment number and date in the space provided for this purpose on the form for submitting an offer,
- (3) letter or telegram, or
- (4) facsimile, if facsimile offers are authorized in the solicitation. The HA/HUD must receive the acknowledgment by the time specified for receipt of offers.

4. Explanation to Prospective Offerors

Any prospective offeror desiring an explanation or interpretation of the solicitation, statement of work, etc., must request it in writing soon enough to allow a reply to reach all prospective offerors before the submission of their offers. Oral explanations or instructions given before the award of the contract will not be binding. Any information given to a prospective offeror concerning a solicitation will be furnished promptly to all other prospective offerors as an amendment of the solicitation, if that information is necessary in submitting offers or if the lack of it would be prejudicial to any other prospective offerors.

5. Responsibility of Prospective Contractor

(a) The HA shall award a contract only to a responsible prospective contractor who is able to perform successfully under the terms and conditions of the proposed contract. To be determined responsible, a prospective contractor must -

- (1) Have adequate financial resources to perform the contract, or the ability to obtain them;

- (2) Have a satisfactory performance record;
- (3) Have a satisfactory record of integrity and business ethics;
- (4) Have a satisfactory record of compliance with public policy (e.g., Equal Employment Opportunity); and
- (5) Not have been suspended, debarred, or otherwise determined to be ineligible for award of contracts by the Department of Housing and Urban Development or any other agency of the U.S. Government. Current lists of ineligible contractors are available for inspection at the HA/HUD.

(b) Before an offer is considered for award, the offeror may be requested by the HA to submit a statement or other documentation regarding any of the foregoing requirements. Failure by the offeror to provide such additional information may render the offeror ineligible for award.

6. Late Submissions, Modifications, and Withdrawal of Offers

(a) Any offer received at the place designated in the solicitation after the exact time specified for receipt will not be considered unless it is received before award is made and it -

- (1) Was sent by registered or certified mail not later than the fifth calendar day before the date specified for receipt of offers (e.g., an offer submitted in response to a solicitation requiring receipt of offers by the 20th of the month must have been mailed by the 15th);
- (2) Was sent by mail, or if authorized by the solicitation, was sent by telegram or via facsimile, and it is determined by the HA/ HUD that the late receipt was due solely to mishandling by the HA/ HUD after receipt at the HA;
- (3) Was sent by U.S. Postal Service Express Mail Next Day Service - Post Office to Addressee, not later than 5:00 p.m. at the place of mailing two working days prior to the date specified for receipt of proposals. The term "working days" excludes weekends and U.S. Federal holidays; or
- (4) Is the only offer received.

(b) Any modification of an offer, except a modification resulting from the HA's request for "best and final" offer (if this solicitation is a request for proposals), is subject to the same conditions as in subparagraphs (a)(1), (2), and (3) of this provision.

(c) A modification resulting from the HA's request for "best and final" offer received after the time and date specified in the request will not be considered unless received before award and the late receipt is due solely to mishandling by the HA after receipt at the HA.

(d) The only acceptable evidence to establish the date of mailing of a late offer, modification, or withdrawal sent either by registered or certified mail is the U.S. or Canadian Postal Service postmark both on the envelope or wrapper and on the original receipt from the U.S. or Canadian Postal Service. Both postmarks must show a legible date or the offer, modification, or withdrawal shall be processed as if mailed late. "Postmark" means a printed, stamped, or otherwise placed impression (exclusive of a postage meter machine impression) that is readily identifiable without further action as having been supplied and affixed by employees of the U.S. or Canadian Postal Service on the date of mailing. Therefore, offerors should request the postal clerk to place a hand cancellation bull's-eye postmark on both the receipt and the envelope or wrapper.

(e) The only acceptable evidence to establish the time of receipt at the HA is the time/date stamp of HA on the offer wrapper or other documentary evidence of receipt maintained by the HA.

Appendix B

(f) The only acceptable evidence to establish the date of mailing of a late offer, modification, or withdrawal sent by Express Mail Next Day Service-Post Office to Addressee is the date entered by the post office receiving clerk on the "Express Mail Next Day Service-Post Office to Addressee" label and the postmark on both the envelope or wrapper and on the original receipt from the U.S. Postal Service. "Postmark" has the same meaning as defined in paragraph (c) of this provision, excluding postmarks of the Canadian Postal Service. Therefore, offerors should request the postal clerk to place a legible hand cancellation bull's eye postmark on both the receipt and the envelope or wrapper.

(g) Notwithstanding paragraph (a) of this provision, a late modification of an otherwise successful offer that makes its terms more favorable to the HA will be considered at any time it is received and may be accepted.

(h) If this solicitation is a request for proposals, proposals may be withdrawn by written notice, or if authorized by this solicitation, by telegram (including mailgram) or facsimile machine transmission received at any time before award. Proposals may be withdrawn in person by a offeror or its authorized representative if the identity of the person requesting withdrawal is established and the person signs a receipt for the offer before award. If this solicitation is an invitation for bids, bids may be withdrawn at any time prior to bid opening.

7. Contract Award

(a) The HA will award a contract resulting from this solicitation to the responsible offeror whose offer conforming to the solicitation will be most advantageous to the HA, cost or price and other factors, specified elsewhere in this solicitation, considered.

(b) The HA may

- (1) reject any or all offers if such action is in the HA's interest,
- (2) accept other than the lowest offer,
- (3) waive informalities and minor irregularities in offers received, and (4) award more than one contract for all or part of the requirements stated.

(c) If this solicitation is a request for proposals, the HA may award a contract on the basis of initial offers received, without discussions. Therefore, each initial offer should contain the offeror's best terms from a cost or price and technical standpoint.

(d) A written award or acceptance of offer mailed or otherwise furnished to the successful offeror within the time for acceptance specified in the offer shall result in a binding contract without further action by either party. If this solicitation is a request for proposals, before the offer's specified expiration time, the HA may accept an offer, whether or not there are negotiations after its receipt, unless a written notice of withdrawal is received before award. Negotiations conducted after receipt of an offer do not constitute a rejection or counteroffer by the HA.

(e) Neither financial data submitted with an offer, nor representations concerning facilities or financing, will form a part of the resulting contract.

8. Service of Protest

Any protest against the award of a contract pursuant to this solicitation shall be served on the HA by obtaining written and dated acknowledgment of receipt from the HA at the address shown on the cover of this solicitation. The determination of the HA with regard to such protest or to proceed to award notwithstanding such protest shall be final unless appealed by the protestor.

9. Offer Submission

Offers shall be submitted as follows and shall be enclosed in a sealed envelope and addressed to the office specified in the solicitation. The proposal shall show the hour and date specified in the solicitation for receipt, the solicitation number, and the name and address of the offeror, on the face of the envelope.

It is very important that the offer be properly identified on the face of the envelope as set forth above in order to insure that the date and time of receipt is stamped on the face of the offer envelope. Receiving procedures are: date and time stamp those envelopes identified as proposals and deliver them immediately to the appropriate contracting official, and only date stamp those envelopes which do not contain identification of the contents and deliver them to the appropriate procuring activity only through the routine mail delivery procedure.

[Describe bid or proposal preparation instructions here:]

Certifications and Representations of Offerors Non-Construction Contract

Appendix C U.S. Department of Housing and Urban Development Office of Public and Indian Housing

Public reporting burden for this collection of information is estimated to average 5 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

This form includes clauses required by OMB's common rule on bidding/offering procedures, implemented by HUD in 24 CFR 85.36, and those requirements set forth in Executive Order 11825 for small, minority, women-owned businesses, and certifications for independent price determination, and conflict of interest. The form is required for nonconstruction contracts awarded by Housing Agencies (HAs). The form is used by bidders/offerors to certify to the HA's Contracting Officer for contract compliance. If the form were not used, HAs would be unable to enforce their contracts. Responses to the collection of information are required to obtain a benefit or to retain a benefit. The information requested does not lend itself to confidentiality.

1. Contingent Fee Representation and Agreement

(a) The bidder/offeror represents and certifies as part of its bid/offer that, except for full-time bona fide employees working solely for the bidder/offeror, the bidder/offeror:

(1) ☐ has, ☐ has not employed or retained any person or company to solicit or obtain this contract; and

(2) ☐ has, ☐ has not paid or agreed to pay to any person or company employed or retained to solicit or obtain this contract any commission, percentage, brokerage, or other fee contingent upon or resulting from the award of this contract.

(b) If the answer to either (a)(1) or (a) (2) above is affirmative, the bidder/offeror shall make an immediate and full written disclosure to the PHA Contracting Officer.

(c) Any misrepresentation by the bidder/offeror shall give the PHA the right to (1) terminate the resultant contract; (2) at its discretion, to deduct from contract payments the amount of any commission, percentage, brokerage, or other contingent fee; or (3) take other remedy pursuant to the contract.

2. Small, Minority, Women-Owned Business Concern Representation

The bidder/offeror represents and certifies as part of its bid/offer that it:

(a) ☐ is, ☐ is not a small business concern. "Small business concern," as used in this provision, means a concern, including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding, and qualified as a small business under the criteria and size standards in 13 CFR 121.

(b) ☐ is, ☐ is not a women-owned small business concern. "Women-owned," as used in this provision, means a small business that is at least 51 percent owned by a woman or women who are U.S. citizens and who also control and operate the business.

(c) ☐ is, ☐ is not a minority enterprise which, pursuant to Executive Order 11625, is defined as a business which is at least 51 percent owned by one or more minority group members or, in the case of a publicly owned business, at least 51 percent of its voting stock is owned by one or more minority group members, and whose management and daily operations are controlled by one or more such individuals.

For the purpose of this definition, minority group members are:

(Check the block applicable to you)

- | | |
|---|---|
| <input type="checkbox"/> Black Americans | <input type="checkbox"/> Asian Pacific Americans |
| <input type="checkbox"/> Hispanic Americans | <input type="checkbox"/> Asian Indian Americans |
| <input type="checkbox"/> Native Americans | <input type="checkbox"/> Hasidic Jewish Americans |

3. Certificate of Independent Price Determination

(a) The bidder/offeror certifies that—

(1) The prices in this bid/offer have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any other bidder/offeror or competitor relating to (i) those prices, (ii) the intention to submit a bid/offer, or (iii) the methods or factors used to calculate the prices offered;

(2) The prices in this bid/offer have not been and will not be knowingly disclosed by the bidder/offeror, directly or indirectly, to any other bidder/offeror or competitor before bid opening (in the case of a sealed bid solicitation) or contract award (in the case of a negotiated solicitation) unless otherwise required by law; and

(3) No attempt has been made or will be made by the bidder/offeror to induce any other concern to submit or not to submit a bid/offer for the purpose of restricting competition.

(b) Each signature on the bid/offer is considered to be a certification by the signatory that the signatory:

(1) Is the person in the bidder/offeror's organization responsible for determining the prices being offered in this bid or proposal, and that the signatory has not participated and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above; or

(2) (i) Has been authorized, in writing, to act as agent for the following principals in certifying that those principals have not participated, and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above (insert full name of person(s) in the bidder/offeror's organization responsible for determining the prices offered in this bid or proposal, and the title of his or her position in the bidder/offeror's organization);

(ii) As an authorized agent, does certify that the principals named in subdivision (b)(2)(i) above have not participated, and will not participate, in any action contrary to subparagraphs (a)(1) through (a)(3) above; and

(iii) As an agent, has not personally participated, and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above.

(c) If the bidder/offeror deletes or modifies subparagraph (a)2 above, the bidder/offeror must furnish with its bid/offer a signed statement setting forth in detail the circumstances of the disclosure.

4. Organizational Conflicts of Interest Certification

(a) The Contractor warrants that to the best of its knowledge and belief and except as otherwise disclosed, it does not have any organizational conflict of interest which is defined as a situation in which the nature of work under a proposed contract and a prospective contractor's organizational, financial, contractual or other interest are such that:

- (i) Award of the contract may result in an unfair competitive advantage;
- (ii) The Contractor's objectivity in performing the contract work may be impaired; or
- (iii) That the Contractor has disclosed all relevant information and requested the HA to make a determination with respect to this Contract.

(b) The Contractor agrees that if after award he or she discovers an organizational conflict of interest with respect to this contract, he or she shall make an immediate and full disclosure in writing to the HA which shall include a description of the action which the Contractor has taken or intends to eliminate or neutralize the conflict. The HA may, however, terminate the Contract for the convenience of HA if it would be in the best interest of HA.

(c) In the event the Contractor was aware of an organizational conflict of interest before the award of this Contract and intentionally did not disclose the conflict to the HA, the HA may terminate the Contract for default.

(d) The Contractor shall require a disclosure or representation from subcontractors and consultants who may be in a position to influence the advice or assistance rendered to the HA and shall include any necessary provisions to eliminate or neutralize conflicts of interest in consultant agreements or subcontracts involving performance or work under this Contract.

5. Authorized Negotiators (RFPs only)

The offeror represents that the following persons are authorized to negotiate on its behalf with the PHA in connection with this request for proposals: (list names, titles, and telephone numbers of the authorized negotiators):

6. Conflict of Interest

In the absence of any actual or apparent conflict, the offeror, by submission of a proposal, hereby warrants that to the best of its knowledge and belief, no actual or apparent conflict of interest exists with regard to my possible performance of this procurement, as described in the clause in this solicitation titled "Organizational Conflict of Interest."

7. Offeror's Signature

The offeror hereby certifies that the information contained in these certifications and representations is accurate, complete, and current.

Signature & Date:

Typed or Printed Name:

Title:



Addendum No. 1

Master Developer for Marina Vista / Alder Grove
RFQ # 2012057-WW

August 10, 2012

This addendum is hereby made a part of the solicitation document entitled **Request for Qualifications – Master Developer for Marina Vista / Alder Grove, RFQ # 2012057-WW**, issued by the Sacramento Housing and Redevelopment Agency (SHRA), on behalf of the Housing Authority of the City of Sacramento (HACS), dated August 6, 2012. The following are changes and/or additions and/or deletions supplementing and/or clarifying the RFQ solicitation document. All other conditions shall remain the same.

RFQ Solicitation Document:

1. Supplemental Instructions to Offerors – Page 5 – Item 12. Contact with City Council, City Staff, SHRA Commissioners, SHRA/HACS Staff, and Residents

DELETE: This paragraph in its entirety.

~~Respondents, including their team members, may not make any contact with members of the Sacramento City Council (sitting as the SHRA Board), City Staff, SHRA Commissioners, HACS or SHRA staff, Marina Grove or Alder Vista residents, or consultants retained by SHRA. If any respondent or its team member(s) communicate with any of the above identified individuals and groups during the period of time this solicitation is in effect, the respondent and its entire team, including individual team members, will be barred from responding to this RFQ. All communications about this RFQ will be directed, in writing, to Mary L. Lyon at SHRA as identified above in Section 1 of Supplemental Instructions to Offerors.~~

INSERT:

Respondents, including their team members, may not make any contact with members of the Sacramento City Council, City Staff, HACS Board, SHRA Commissioners, HACS or SHRA staff, Marina Vista or Alder Grove residents, or consultants retained by SHRA regarding this RFQ. If any respondent or its team member(s) communicate with any of the above identified individuals and groups regarding this RFQ, during the period of time this solicitation is in effect, the respondent and its entire team, including individual team members, will be barred from responding to this RFQ. All communications about this RFQ will be directed, in writing, to Mary L. Lyon at SHRA as identified above in Section 1 of Supplemental Instructions to Offerors.

The respondent must identify the addendum number(s) & date(s) received on the Acknowledgement of Addenda form – Appendix A as provided in the RFQ document, sign where indicated, and return as part of their submittal to this RFQ.

DATE: August 10, 2012

BY: 

Mary L. Lyon
Program Manager



Addendum No. 2

Master Developer for Marina Vista / Alder Grove
RFQ # 2012057-VWV

August 30, 2012

This addendum is hereby made a part of the solicitation document entitled **Request for Qualifications – Master Developer for Marina Vista / Alder Grove, RFQ # 2012057-VWV**, issued by the Sacramento Housing and Redevelopment Agency (SHRA), on behalf of the Housing Authority of the City of Sacramento (HACS), dated August 6, 2012. The following are changes and/or additions and/or deletions supplementing and/or clarifying the RFQ solicitation document. All other conditions shall remain the same.

RFQ Solicitation Document:

1. As discussed during the pre-submittal meeting, The City and SHRA are in deliberations regarding pursuing competitive HUD Rental Assistance Demonstration (RAD) funding for a first phase of the Marina Vista / Alder Grove plan. The period for submitting applications during the competitive period is September 24 – October 24, 2012. As a result of SHRA's RAD funding considerations under the competitive round, SHRA is modifying the requirements under **Description of Submission Requirements - 2. Team Description (h)** to be consistent with the requirements of PIH-2012-32 Attachment 1A G.2 (page 68), "If multiple sources have been identified for the project, the development team must demonstrate that they have experience with at least three transactions with mixed or multiple sources of financing" as follows:

3.2 Description of Submission Requirements – Page 17 – 2. Team Description – Item h.

DELETE: Item 2h. In its entirety.

~~h. Provide examples of the team's prior experience in the planning and construction of mixed-income, mixed-finance and mixed-use housing development projects of comparable size and complexity in urban areas within the past five (5) years. Also discuss the team's experience in obtaining, structuring, and implementing layered financing for such projects, including 9% tax credits and other sources of financing, particularly in California;~~

INSERT:

- h. Provide a minimum of three (3) examples of the team's prior experience in the planning and construction of mixed-income, mixed-finance and mixed-use housing development projects of comparable size and complexity in urban areas within the past five (5) years. Also discuss the team's experience in obtaining, structuring, and implementing layered financing for such projects, including 9% tax credits and other sources of financing, particularly in California;

2. 4.2 Evaluation Criteria – Page 23 – Evaluation Factors

DELETE: The table in its entirety.

<i>Evaluation Factors</i>	<i>Points</i>
Experience and Capacity of Development Team to Develop and Manage Property The degree to which the Master Developer and Team demonstrate: — Cohesion of the team, as demonstrated by previous experience working together, and coherence of their technical response.	

Addendum No.2

Master Developer for Marina Vista / Alder Grove – RFQ # 2012057-WW

<ul style="list-style-type: none"> Successful experience in the planning and development of mixed-income, mixed-finance and mixed-use housing development projects of comparable size and complexity in urban areas. Experience with the LIHTC program and ability to obtain, structure and implement layered financing for such projects, including 9% tax credits and other sources of financing. The financial capacity (as developer and provider of guarantees) as evidenced by financial statements, the firm's most recent audit and bank references, and the Master Developer's discussion of how it intends to honor all guarantees should the need arise. The degree to which the Master Developer demonstrates successful experience with ownership and property management of mixed-income, mixed-finance, mixed-tenure, and mixed-use rental developments of similar size, either directly or through supervision of property management. Degree to which members of the team (other than the Master Developer) demonstrate successful experience in their respective disciplines as required for the planning, development and operation of mixed-income, mixed-finance and mixed-use developments of comparable size and complexity in urban areas. The extent to which the Master Developer demonstrates a successful track record with HUD programs or similar mixed-finance programs for the development of low-income housing, including public housing, and the experience of the Developer in successful joint venture(s) or development programs with HUD or other governmental entities. 	50
<p>Technical Response and Vision</p> <ul style="list-style-type: none"> The degree to which Developer's vision is creative, green and innovative and meets the needs of the housing market (mixed-income) and total neighborhood revitalization. The degree to which the Developer understands the critical issues of the project and can demonstrate a feasible financing strategy including reasonable developer contributions and fees, proposed ownership and fee structure that provides the most benefit to HACS, its return on investment, and the long-term viability of the development, and reasonable schedule to expedite development. The degree to which the team demonstrates a coherent and creative approach to creating holistic, vibrant and sustainable mixed-income communities. 	25
<p>MBE/WBE/Section 3 Employment and Contracting Plan</p> <ul style="list-style-type: none"> Extent to which M/WBE/Section 3 businesses are included on the Development Team. Level and quality of previous experience utilizing MBE/WBE/Section 3 businesses. Degree to which the development team demonstrates its commitment to ensuring that HACS's stated MBE/WBE/Section 3 goals are met and/or exceeded. 	15
<p>Effective Use of Public Resources</p> <ul style="list-style-type: none"> The degree to which the Master Developer shows restraint in its proposed fees/business terms and creativity in its leverage of other resources, both capital and in-kind, so as to minimize the net use of HACS and other public funds, and offers HACS a return on its investment. 	10

INSERT:

Evaluation Factors	Points
<p>Experience and Capacity of Development Team to Develop and Manage Property</p> <p>The degree to which the Master Developer and Team demonstrate:</p> <ul style="list-style-type: none"> Cohesion of the team, as demonstrated by previous experience working together, and coherence of their technical response. Successful experience in the planning and development of mixed-income, mixed-finance and mixed-use housing development projects of comparable size and complexity in urban areas. Experience with the LIHTC program and ability to obtain, structure and implement layered financing for such projects, including 9% tax credits and other sources of financing. The degree to which the Master Developer demonstrates successful experience with ownership and property management of mixed-income, mixed-finance, mixed-tenure, and mixed-use rental developments of similar size, either directly or through supervision of property management. Degree to which members of the team (other than the Master Developer) demonstrate successful experience in their respective disciplines as required for the planning, development and operation of mixed-income, mixed-finance and mixed-use developments of comparable size and complexity in urban areas. 	35
<ul style="list-style-type: none"> The financial capacity (as developer and provider of guarantees) as evidenced by financial statements, the firm's most recent audit and bank references, and the Master Developer's discussion of how it intends to honor all guarantees should the need arise. 	5

Addendum No.2**Master Developer for Marina Vista / Alder Grove – RFQ # 2012057-WW**

<ul style="list-style-type: none"> The extent to which the Master Developer demonstrates a successful track record with HUD programs or similar mixed finance programs, a minimum of three (3), for the development of low-income housing, including public housing, and the experience of the Developer in successful joint venture(s) or development programs with HUD or other governmental entities. 	10
Technical Response and Vision <ul style="list-style-type: none"> The degree to which Developer's vision is creative, green and innovative and meets the needs of the housing market (mixed income) and total neighborhood revitalization. The degree to which the Developer understands the critical issues of the project and can demonstrate a feasible financing strategy including reasonable developer contributions and fees, proposed ownership and fee structure that provides the most benefit to HACS, its return on investment, and the long-term viability of the development, and reasonable schedule to expedite development. The degree to which the team demonstrates a coherent and creative approach to creating holistic, vibrant and sustainable mixed-income communities. 	25
MBE/WBE/Section 3 Employment and Contracting Plan <ul style="list-style-type: none"> Extent to which M/WBE/Section 3 businesses are included on the Development Team. Level and quality of previous experience utilizing MBE/WBE/Section 3 businesses. Degree to which the development team demonstrates its commitment to ensuring that HACS's stated MBE/WBE/Section 3 goals are met and/or exceeded. 	15
Effective Use of Public Resources <ul style="list-style-type: none"> The degree to which the Master Developer shows restraint in its proposed fees/business terms and creativity in its leverage of other resources, both capital and in-kind, so as to minimize the net use of HACS and other public funds, and offers HACS a return on its investment. 	10

Clarifications

These clarifications are the result of a questions asked during the Pre-Submittal meeting for the Request for Qualifications – Master Developer for Marina Vista / Alder Grove, RFQ # 2012057-WW, issued by the Sacramento Housing and Redevelopment Agency (SHRA), on behalf of the Housing Authority of the City of Sacramento (HACS), dated August 6, 2012. The following questions were asked and the subsequent answers are provided for your information.

Question:

Can you post the Choice Neighborhoods Initiative Planning Grant Application on your website?

Answer:

As requested the CNI grant application for Marina Vista/Alder Grove is available on the SHRA website. Be aware that the Grant application was unsuccessful. The link is:

<http://www.shra.org/BusinessOpportunities/RFPSandRFQs/RFPRFQListings.aspx>

Question:

Is there a tentative interview date scheduled?

Answer:

Interviews are tentatively scheduled for Wednesday, October 10, 2012.

Addendum No.2

Master Developer for Marina Vista / Alder Grove – RFQ # 2012057-WW

Question:

What is the rent roll for the two sites?

Answer:

The weighted average Project Expense Level (PEL) for Alder Grove is \$7,642/year, and the PEL for Marina Vista is \$7,955/year per HUD's RAD Inventory Assessment Tool.

Question:

Can SHRA provide a list of current resident services being provided on the two sites?

Answer: Computer lab and training

After school program – Robertson Family Center

Question:

Can SHRA provide demographic information on the residents living at the two sites?

Answer: Please see the attached six (6) pages.

Question:

The City committed funding in the CNI Planning Grant application for the two sites. Is that funding still available to support this effort?

Answer:

Prospective developers should proceed under the assumption that the funding is not available.

The respondent must identify the addendum number(s) & date(s) received on the Acknowledgement of Addenda form – Appendix A as provided in the RFQ document, sign where indicated, and return as part of their submittal to this RFQ.

DATE: August 30, 2012

BY:


Mary L. Lyon
Program Manager

Alder Grove

Property: City AMP 1 - Alder Grove
Status: Current

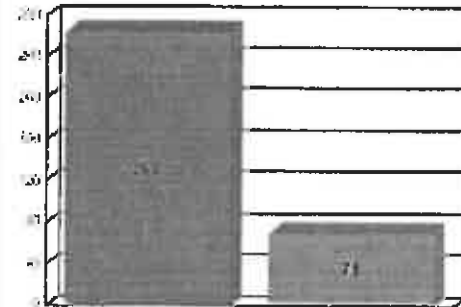
Page 1

Gender - Percentage
Head of Household



Female	44.1%
Male	55.9%
Total	100.0%

Gender - Count
Head of Household



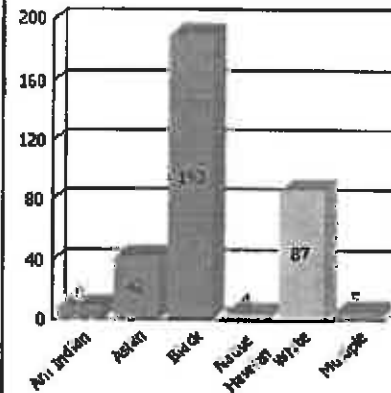
Female	153
Male	71

Race - Percentage
Head of Household



Am Indian	2.4%
Asian	12.5%
Black	56.5%
Native Hawaiian	1.2%
White	25.9%
Multiple	1.5%
Totals	100.0%

Race - Count
Head of Household



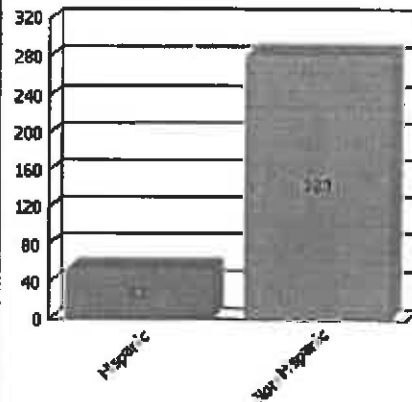
Am Indian	1
Asian	15
Black	193
Native Hawaiian	1
White	87
Multiple	1

Ethnicity - Percentage
Head of Household



Hispanic	15.8%
Non-Hispanic	84.2%
Total	100.0%

Ethnicity - Count
Head of Household



Hispanic	52
Non-Hispanic	281

Age Group - Percentage

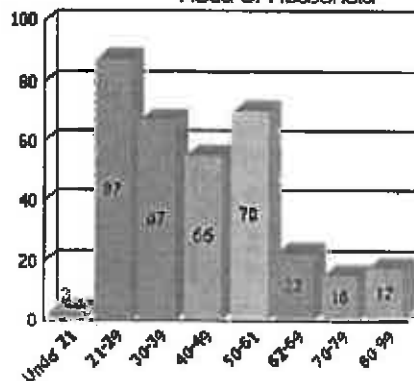
Head of Household



Under 21	0.9%
21-29	25.9%
30-39	19.9%
40-49	16.4%
50-61	20.8%
62-69	6.5%
70-79	4.5%
80-99	5.1%
Total	100.0%

Age Group - Count

Head of Household



Under 21	2
21-29	97
30-39	97
40-49	65
50-61	75
62-69	12
70-79	16
80-99	17

Relation - Percentage

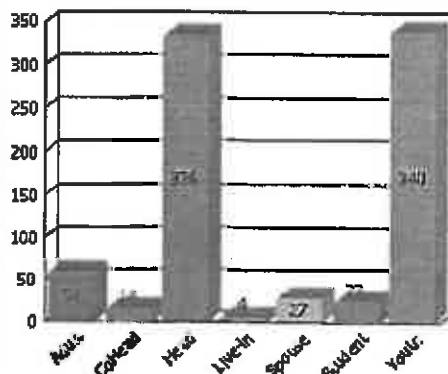
All Household Members



Adult	7.2%
CoHead	1.7%
Head	41.9%
Live-in	0.5%
Spouse	3.4%
Student	2.9%
Youth	42.4%
Total	100.0%

Relation - Count

All Household Members



Adult	7
CoHead	2
Head	374
Live-in	1
Spouse	17
Student	7
Youth	340

Gender - Percentage

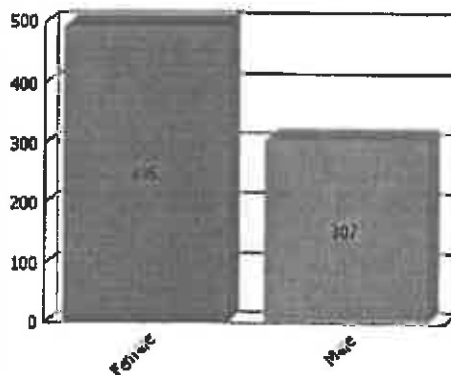
All Household Members



Female	61.7%
Male	38.3%
Total	100.0%

Gender - Count

All Household Members



Female	465
Male	307

Race - Percentage

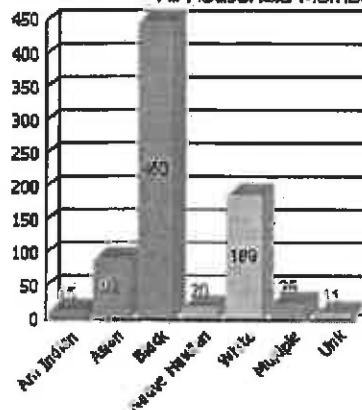
All Household Members



Am Indian	1.9%
Asian	11.5%
Black	56.1%
Native Hawaiian	2.5%
White	23.6%
Multiple	3.1%
Unk	1.4%
Total	100.0%

Race - Count

All Household Members



Am Indian	5
Asian	10
Black	450
Native Hawaiian	20
White	189
Multiple	25
Unk	14

Ethnicity - Percentage

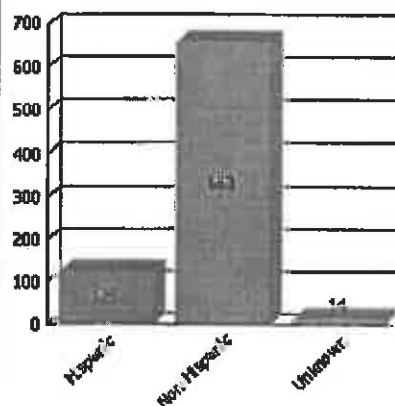
All Household Members



Hispanic	15.6%
Non-Hispanic	82.7%
Unknown	1.7%
Total	100.0%

Ethnicity - Count

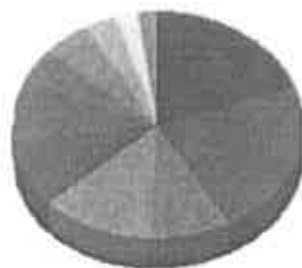
All Household Members



Hispanic	125
Non-Hispanic	670
Unknown	14

Age Group - Percentage

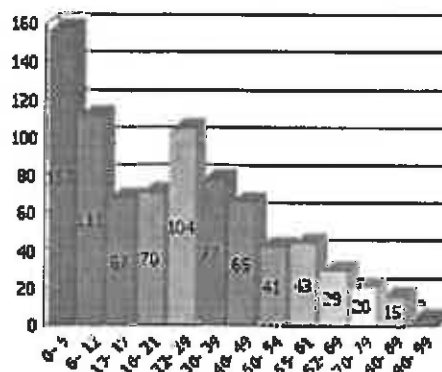
All Household Members



0-5	19.6%
6-12	13.8%
13-17	8.4%
18-21	8.7%
22-29	13.0%
30-39	9.6%
40-49	8.1%
50-54	5.1%
55-61	5.4%
62-69	3.6%
70-79	2.5%
80-89	1.9%
90-99	0.4%
Total	100.0%

Age Group - Count

All Household Members



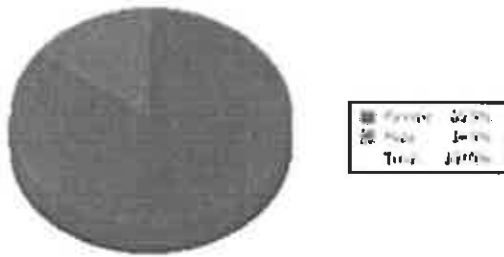
0-5	160
6-12	115
13-17	67
18-21	70
22-29	104
30-39	77
40-49	65
50-54	41
55-61	43
62-69	29
70-79	20
80-89	15
90-99	3

Marina Vista

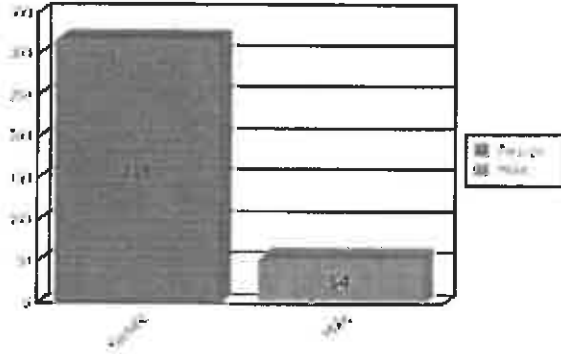
Property: City AMP 2 - Marina Vista
Status: Current

Page 1

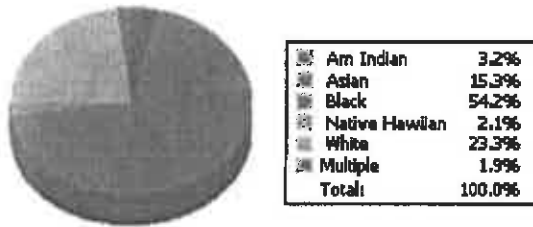
Gender - Percentage
Head of Household



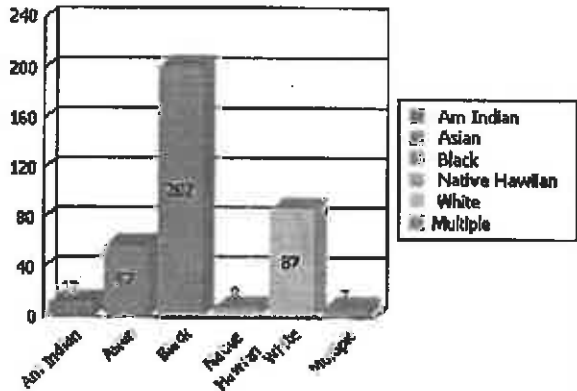
Gender - Count
Head of Household



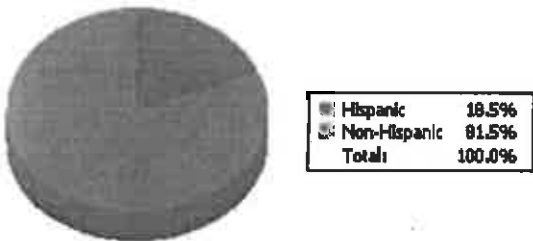
Race - Percentage
Head of Household



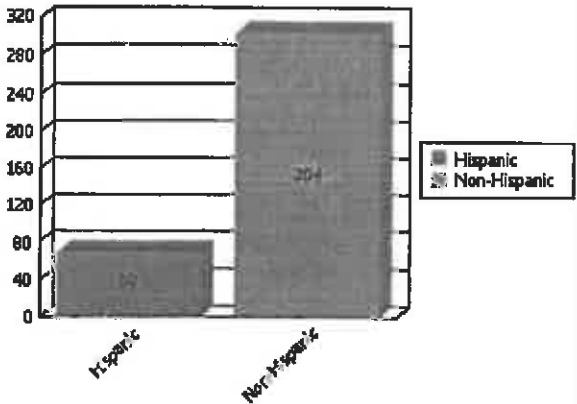
Race - Count
Head of Household



Ethnicity - Percentage
Head of Household



Ethnicity - Count
Head of Household

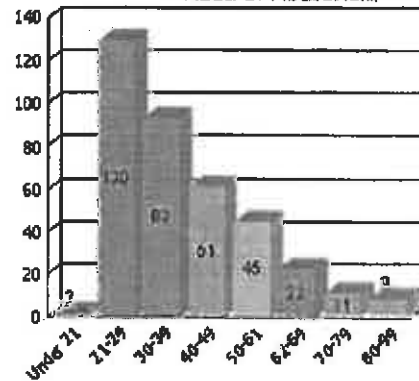


Age Group - Percentage
Head of Household



Under 21	0.5%
21-29	34.9%
30-39	24.9%
40-49	16.4%
50-61	12.1%
62-69	5.9%
70-79	2.9%
80-99	2.4%
Total	100.0%

Age Group - Count
Head of Household



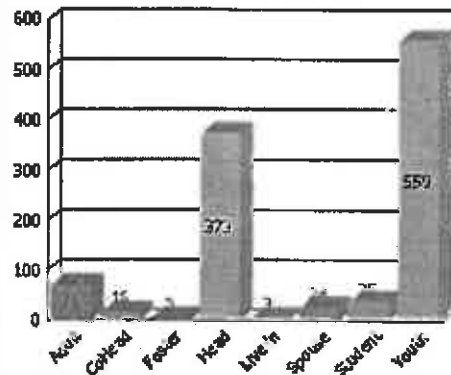
Under 21	1
21-29	120
30-39	97
40-49	61
50-61	45
62-69	22
70-79	11
80-99	9

Relation - Percentage
All Household Members



Adult	5.6%
CoHead	1.5%
Foster	0.2%
Head	34.4%
Live-in	0.3%
Spouse	2.2%
Student	3.2%
Youth	51.6%
Total	100.0%

Relation - Count
All Household Members



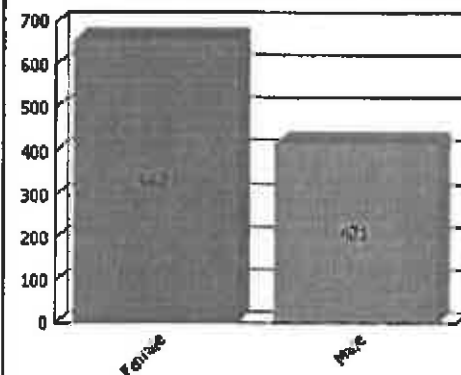
Adult	61
CoHead	15
Foster	2
Head	374
Live-in	3
Spouse	22
Student	32
Youth	550

Gender - Percentage
All Household Members



Female	61.1%
Male	38.9%
Total	100.0%

Gender - Count
All Household Members



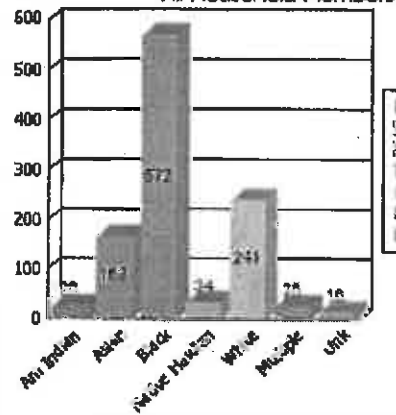
Female	642
Male	401

Race - Percentage
All Household Members



Am Indian	2.4%
Asian	15.5%
Black	52.8%
Native Hawaiian	3.1%
White	22.3%
Multiple	2.4%
Unk	1.5%
Total	100.0%

Race - Count
All Household Members



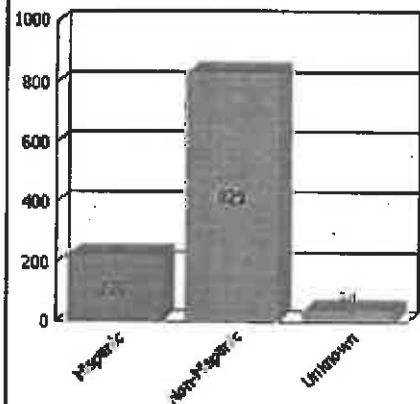
Am Indian	14
Asian	153
Black	572
Native Hawaiian	34
White	249
Multiple	78
Unk	16

Ethnicity - Percentage
All Household Members



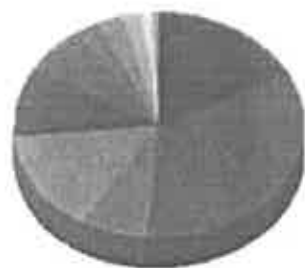
Hispanic	20.3%
Non-Hispanic	76.5%
Unknown	3.1%
Total	100.0%

Ethnicity - Count
All Household Members



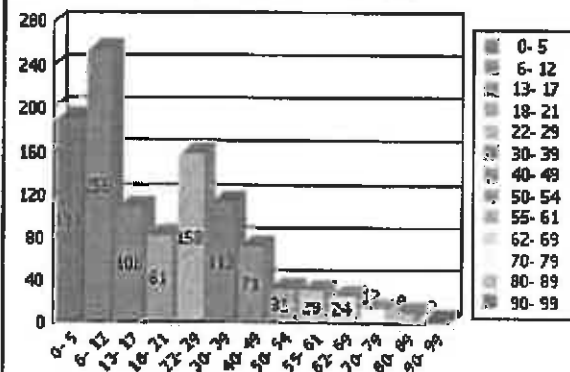
Hispanic	227
Non-Hispanic	822
Unknown	31

Age Group - Percentage
All Household Members



0-5	17.6%
6-12	23.5%
13-17	10.0%
18-21	7.5%
22-29	14.6%
30-39	10.4%
40-49	6.6%
50-54	2.8%
55-61	2.7%
62-69	2.2%
70-79	1.1%
80-89	0.7%
90-99	0.2%
Total	100.0%

Age Group - Count
All Household Members



0-5	255
6-12	101
13-17	61
18-21	153
22-29	112
30-39	73
40-49	31
50-54	29
55-61	24
62-69	12
70-79	6
80-89	3
90-99	2



Addendum No. 3

Master Developer for Marina Vista / Alder Grove
RFQ # 2012057-WW

September 12, 2012

This addendum is hereby made a part of the solicitation document entitled **Request for Qualifications – Master Developer for Marina Vista / Alder Grove, RFQ # 2012057-WW**, issued by the Sacramento Housing and Redevelopment Agency (SHRA), on behalf of the Housing Authority of the City of Sacramento (HACS), dated August 6, 2012. The following are changes and/or additions and/or deletions supplementing and/or clarifying the RFQ solicitation document. All other conditions shall remain the same.

This information below is the result of written questions received regarding the **Request for Qualifications – Master Developer for Marina Vista / Alder Grove, RFQ # 2012057-WW**, issued by the Sacramento Housing and Redevelopment Agency (SHRA), on behalf of the Housing Authority of the City of Sacramento (HACS), dated August 6, 2012. The following questions were asked and the subsequent answers are provided for your information.

Question:

Relocation: Our experience has been that a Housing Authority is legally responsible for relocation, and we have been willing to lend our expertise and manpower to assist the Housing Authority in carrying out this work. However, the RFQ identifies the Master Developer as the responsible entity. Can you clarify roles and responsibilities of the Housing Authority and the Master Developer with respect to relocation, including hiring and managing a relocation consultant?

Answer:

SHRA wants to assign relocation responsibility fully to the Master Developer so that the master plan and phasing is well thought out for minimal impact on the residents.

Question:

NEPA: What agency will be responsible for NEPA processing? Do you anticipate the Master Developer identifying, hiring and managing the NEPA consultant, or the processing agency?

Answer:

We anticipate that the Master Developer will be responsible for NEPA processing, hiring and managing the NEPA consultant.

Question:

Housing Authority Contact: During the course of the project, who will be the Master Developer's day to day point of contact?

Answer:

SHRA has not designated a project manager / point of contact at this time.

Question:

Please provide copies of SHRA's current lending and bond policy.

Answer:

This policy is posted on our website at: www.shra.org/Housing/MultifamilyHousing/LendingPrograms

Question:

What kind of project based voucher capacity would SHRA have for this development?

Answer:

We are unable to answer at this time, we do not know if there is capacity for project based vouchers.

Question:

The HUD database has 729 units (381 for Marina Vista and 348 for Alder Grove), but SHRA lists as 751. Why the difference? Do developers need to replace 729 or 751?

Answer:

The Alder Grove development has 12 non-dwelling and 348 dwelling units for a total of 360 units. The Marina Vista development has 10 non-dwelling and 381 dwelling units for a total of 391 units. The total for these developments with non dwelling units is 751.

Question:

Please provide more information on the services currently being provided.

- a. What organization is responsible for providing these services?
- b. What are the annual costs to SHRA?
- c. How much space is allocated for these uses?
- d. Should the proposed predevelopment assume replacement of these spaces and services?

Answer:

- a. The computer lab is being run by the Resident Advisory Board (RAB) and Site Management team. The after school lab is run by Roberts Family Development Center.
- b. The cost to run the computer lab approximately is \$3,277 a year and the after school lab is approximately \$19,000 a year.
- c. The computer lab and after school program are in non dwelling units that are approximately 1149 sq. ft. each.
- d. Yes, the proposed development should assume replacement of these spaces and services.

Question:

Please provide the ACC operating subsidy per unit on a project by project basis.

Answer:

The current annual operating subsidy per unit on Alder Grover is approximately \$4,224.64 and Marina Vista is approximately \$4,663.62.

Addendum No.3
Master Developer for Marina Vista / Alder Grove – RFQ # 2012057-WW

Question:

Are there any HACS resources beyond the value of the real estate, such as Operating Reserves, Replacement Housing Factor Funds, or unobligated Capital Funds that are available as sources for the transaction?

Answer:

There are currently no available sources of funds for this transaction.

Question:

Is there any current indebtedness associated with the Marina Vista and Alder Grove properties (i.e., energy performance contracts, Capital Finance Fund, etc.)?

Answer:

In 2009 and 2010, \$5-6 million in American Recovery Reinvestment Act (ARRA) funds for weatherization through the United States Department of Energy was used at both properties. We are uncertain if these funds will be subject to recapture and/or repayment as a result of a demolition/disposition application.

The respondent must identify the addendum number(s) & date(s) received on the Acknowledgement of Addenda form – Appendix A as provided in the RFQ document, sign where indicated, and return as part of their submittal to this RFQ.

DATE: September 12, 2012

BY: 

Mary L. Lyon
Program Manager