



PUBLIC NOTICE

REQUEST FOR QUALIFICATIONS

For

PROJECT DEVELOPMENT AND FINANCING

The Housing Authority of the City of Lakeland (also known as the Lakeland Housing Authority or LHA) is inviting interested parties with extensive experience in the fields of banking and finance, mortgage lending, urban and/or community redevelopment to submit statements of qualifications for a vast array of comprehensive services related to the Project Development and Financing for the redevelopment of a various properties owned and/or controlled by LHA and/or its partners. The successful respondent must demonstrate the ability and experience to create, implement and otherwise provide Term Loans, Lines of Credit and/or Project Development and Financing for the LHA and its partners.

The requested services under this solicitation shall include, but not necessarily be limited to the purchase and development of a property or properties for the creation of affordable or workforce housing in cooperation with the LHA. The successful respondent will be required to obtain 100% of the financing necessary to construct the housing units and provide design drawings and oversight of the construction activity. Upon successful or substantial completion of the construction activity, the LHA shall serve as the property manager for the property. Upon successful or substantial completion of the development project, other properties owned and/or controlled by LHA may be offered for redevelopment along with other partnership opportunities.

The complete Request for Qualifications (RFQ) may be obtained by emailing a request to Procurement@LakelandHousing.org. Responses must be submitted by 2:00 p.m., Eastern Time, on Friday, September 17, 2021.

Minority Business Enterprises, Woman Business Enterprises, Small Disadvantaged Business Enterprises, and Section 3 business concerns are encouraged to respond to this RFQ.

LAKELAND HOUSING AUTHORITY

PROJECT DEVELOPMENT FINANCING REQUEST FOR QUALIFICATIONS

1. ADMINISTRATIVE BACKGROUND

The Lakeland Housing Authority (LHA) is a public body corporate and politic established in 1939 under the U.S. Housing Act of 1937 and Chapter 421, Florida Statutes. LHA and its affiliates provide low-income housing assistance mainly to the residents of Lakeland, Florida. A seven-member Board of Commissioners, appointed by the Mayor of the City of Lakeland, governs it. LHA or its affiliates currently owns and with the assistance of *West Lake Management, LLC*, manages federally assisted housing rental properties that include a mix of public housing; tax credit; public housing/tax credit (mixed finance); and Section 8 Project based/tax credit affordable rental units, all of which are located in Polk County, Florida, most of which are located within the city of Lakeland. A majority of LHA's revenue is received through the U.S. Department of Housing and Urban Development (HUD) and agencies of or affiliated with the State of Florida including the Florida Department of Education.

The mission of the LHA is to provide quality, affordable housing and self-sufficiency opportunities in an effective and professional manner.

2. SCOPE OF SERVICES

This Request for Qualifications (RFQ) is soliciting qualification statements from experienced firms with a documented track record of providing the required Scope of Services and intended to procure Lines of Credit for the LHA. The LHA's goal is to form a partnership as expeditiously as possible. Responses that demonstrate an ability to assist with the provision of financing services necessary to create Term Loans, Lines of Credit and/or Project Development Financing for LHA and its affiliates. The LHA is requiring that each respondent submit a proposal that describes the type of financing options that will make possible the development of affordable workforce housing units within the LHA service area. The LHA's goal is to have the development project proceed as expeditiously as possible. Responses that demonstrate an ability to complete the development on the earliest possible realistic schedule will be favorably received by the LHA. The LHA is requiring that each respondent submit a concept plan that describes the type of mixed-income, mixed-use community that the respondent envisions for the new development. The response should demonstrate the respondent's ability, capacity, and readiness to perform the required Scope of Services in an expedient manner.

The response should include evidence of the respondent's qualifications and previous experience relative to the provision of such services. Respondents shall certify their ability to start work immediately and should provide a staffing plan that describes the existing time commitments of the staff proposed to be assigned to the project and whether any of the staff will be locally based. The response should include a Project Team Organization Chart and resumes of key personnel who will constitute the lead development team under this RFQ. Respondents are required to indicate the estimated percentage of time to be devoted to this project for each identified individual and the staff member's role in the respondent's organization.

The selected Development Partner will be responsible for working with the LHA to prepare a final master plan for the development of additional affordable housing units in the target neighborhood in consultation with and subject to the approval of the LHA and other key stakeholders. The selected Development Partner will also be required to work cooperatively with the LHA towards implementation of the revitalization effort, as outlined in the approved Master Plan, and in accordance with the schedule as approved by the LHA.

THE SELECTED RESPONDENT'S ROLE

The selected firm will be an integral partner with the LHA in the effort to develop a mixed-income community that is integrated with the surrounding neighborhoods. The selected firm will be required to work closely with the LHA and any appropriate neighborhood or community organization. The LHA's vision is to create a vibrant, attractive community where people of all economic strata, races, and cultures will live, learn, work, and play in close proximity to employment, retail, and cultural opportunities.

The following will be the responsibility of the selected firm:

- Assisting the LHA with developing and maintaining a working partnership with the residents and other stakeholders to promote the community vision and comprehensive master plan.
- Assisting the LHA with developing and maintaining linkages between the new development and the surrounding neighborhood.
- Preparation of a Development or Master Plan that shall include:
 - (1) a timetable with milestones for completion
 - (2) a study sufficient to identify the need to build additional housing units, and if so, determining the: type (elderly, assisted living, mixed income, etc.) and number of housing units, location of the required

housing units, and the proposed construction schedule for the housing units

- (3) a list of all known available funding sources for each proposed action including traditional and alternative financing options
 - (4) a management plan
 - (5) considerations and certifications as may be required to obtain city, state, federal, or HUD approvals necessary to initiate any proposed projects
- Collaborating with an architect on understanding and conducting environmental and geotechnical testing and an analysis of the condition of existing utilities at the sites at each phase of development.
 - Collaborating with an architect on a plan that includes street layout and common area facilities based on the Master Plan.
 - Collaborating with the LHA to develop detailed development and operating budgets. The selected Development Partner will be required to expand and update the budgets throughout the development process.
 - Developing a construction strategy and development implementation schedule.
 - Design and construction of all necessary and appropriate infrastructure and site improvements.
 - Providing genuine training and employment opportunities to Section 3 individuals.
 - Developing a plan for participation by D/M/WBE and Section 3 business concerns throughout the development.
 - Overseeing development of a market study for each phase of development as required.
 - Providing regular monthly reports to the LHA on the progress of the development efforts including work-completed, associated costs, schedule and budgetary requirements.
 - Collaborating with the LHA and its legal team to create an ownership structure for the development which shall include an affiliate of the LHA as a general partner.
 - Overseeing the procurement of the construction general contractor.

- Obtaining or assisting with obtaining financing through the use of public or private funding opportunities to develop the property.
- Assisting the LHA in obtaining all required building permits and zoning approvals.
- Assisting the management (West Lake Management) company in developing marketing and lease-up plan.
- Overseeing and otherwise assisting with asset management functions as required through lease-up and conversion to permanent financing.

The Respondent should indicate its approach to the division of work and responsibility between it and the LHA, as well as, its requirements with regard to advance funding and similar issues. The respondent must provide a demonstration of the respondent's financial stability and ability to provide adequate assurances for completion of the development.

In its response, each respondent must demonstrate the following:

- a. Experience in the development/revitalization of neighborhoods;
- b. Experience in the development, construction, and operation of a housing development;
- c. Expertise in housing developments that incorporates public and private affordable housing financing including project-based vouchering;
- d. Expertise in regulatory compliance issues;
- e. Expertise in Section 3, WBE, Small Disadvantaged Business, and MBE compliance;
- f. Expertise with municipal and county government authorities which regulate the permits and utilities necessary for the development

The response shall include a description of the Offeror's knowledge of real estate financing and mixed finance development methods and sources including identification of all successful financing secured for residential development projects over the past five years-- particularly within the state of Florida, if any.

The response should provide four (4) corporate references for development projects during the last five years that include: one (1) community partner reference, one (1) housing authority reference, and one (1) finance agency or lender reference.

The selected Developer Partner may have additional responsibilities under a Master Development Agreement related to predevelopment activities, funding pursuits, coordination, land and utility location surveys, engineering design of master infrastructure improvements, soil borings and test piles, traffic and circulation studies, environmental reviews, remediation, land assemblage, product design, lot marketing and sales, construction, financing, property maintenance and responsibilities.

3. SUBMISSION REQUIREMENTS

Each respondent must develop its submission to meet the specific requirements of item 2. **Scope of Services** of this RFQ. Each response must be in the format described in item 7. **Submittal Format** of this RFQ. The **Project Development Financing RFQ Checklist** (Exhibit A) attached to this RFQ is a mandatory submission requirement.

Submittals that do not include all requested information may be deemed unresponsive and may be disqualified.

4. COMMUNICATION

In order to maintain a fair and impartial competitive process, the LHA shall avoid private communication concerning this procurement with prospective offerors during the entire procurement process. Please respect this policy and do not attempt to query LHA personnel regarding this RFQ.

Ex parte communication regarding this solicitation is prohibited between a potential or current respondent and any LHA Board of Directors member, LHA or West Lake Management staff, or any other person serving as an evaluator during this procurement process. Respondents contacting any LHA Board member, LHA or West Lake Management employee, or proposal evaluator regarding this solicitation risk elimination of their proposals from consideration. Correspondence with the LHA's Procurement Manager, **Lori Halula-Eyer**, does not constitute *ex parte* communication. Oral instructions or information concerning the specifications of this project provided by any LHA Board member, other LHA or West Lake Management employee, or agent to a prospective offeror shall not bind the LHA or West Lake Management.

In the event that a potential offeror has questions that he/she would like to have addressed, the potential offeror may email questions to Procurement@Lakelandhousing.org, prior to **9:00 a.m., Eastern Time, on Friday, September 3, 2021**. Receipt of the request will be acknowledged. A response will be sent to all potential offerors who received this RFQ directly from the LHA on or before **6:00 p.m., Eastern Time, on Friday, September 10, 2021**.

5. MODIFICATION OF SOLICITATION

The LHA reserves the right to modify this RFQ as deemed necessary by the LPHC. Any such modification or amendment will be sent by email on or before **6:00 p.m., Eastern Time, on September 10, 2021**, to all potential offerors who received this RFQ directly from the LHA.

The LHA also reserves the right: to increase or delete any scheduled items; to award portions of this RFQ; to waive informalities and technicalities; to make no award; to terminate this RFQ solicitation at any time; and to make awards consistent with LHA's policies and the laws governing the United States of America and/or State of Florida programs.

The Respondent shall acknowledge (in Exhibit A) its response to this RFQ receipt of any amendment(s) or modifications. The Respondent's failure to acknowledge an amendment or modification may result in rejection of the offer.

6. SUBMITTALS ARE PUBLIC RECORD

After the award of an agreement resulting from this RFQ, all information submitted by the offerors shall be public record and subject to disclosure pursuant to the Florida Public Records law. An offeror shall not copyright or cause to be copyrighted any portion of any said document submitted to the LHA as a result of this RFQ.

7. SUBMITTAL FORMAT

Submittal Format: Submittals should be provided in the following format securely bound:

Letter of Transmittal:

Include a letter of transmittal on the Respondent's stationary bearing the signature of an authorized representative of the Respondent and the name(s) of the individual(s) authorized to negotiate services with the LHA. The letter should state the Respondent's understanding of the work to be done, the commitment to perform the work expeditiously, a brief statement indicating why the Respondent believes itself to be best qualified to perform the engagement, and a statement that the response is firm and irrevocable for, at least, ninety (90) days. The letter shall contain a statement of the veracity of the Respondent's submittal, and it shall be notarized.

Tab 1—Previous Affordable Housing Development Experience:

Demonstrate the Respondent's experience in development/revitalization of neighborhood projects similar in scope and complexity as described in *item 2. Scope of Services* of this RFQ within the last five years by providing information on residential development projects in which the Respondent has participated. Focus on the four (4) most recently completed developments, particularly affordable housing partnerships with public housing authorities within the State of

Florida for which the Respondent was selected for the development project. The information should list the: project name; location; project size; date selected as Developer; project completion date or current status; funding sources/financing structure and amounts; ownership type; public programs utilized; income level served (very low, low, moderate, market rate and/or mixed); type of development (high, mid or low-rise, walk-ups, townhouses, etc.); extent of community and/or resident participation; developer fee structure, and total development cost. Include a contact name at each housing authority or other owner/entity and the contact's phone number and e-mail address.

Tab 2—Financing Experience:

Describe new and innovative financing techniques for raising capital that the Respondent has employed on previous projects during the last five years—especially in the state of Florida. Demonstrate that the Respondent possesses an understanding of state and local requirements and procedures that will enable necessary equity to be raised and the effort to be efficiently completed. Describe how each project was kept within budget and on schedule. Describe any impediments that occurred, and they were handled.

Tab 3—Financial Information:

Discuss the Respondent's financial stability to provide adequate assurances for the completion of the project. Provide a statement of how the Respondent will honor all financial guarantees, should the need arise. (Note: The statement should include more than a reference to the financial statements.) Describe how the Respondent envisions LHA participation in the stream of income from the development.

Submittals that do not include all of the required information requested above may be deemed unresponsive and may be disqualified.

8. SUBMITTAL DUE DATE

An original—designated as the “original” and signed in blue ink--and four (4) copies of the submittal are to be delivered to the LHA on or before **2:00 P.M., Eastern Time, on Friday, September 17, 2021**. No submittal to this RFQ will be accepted after this specified time.

9. SUBMISSION OF OFFERS

- a. All submittals transmitted by mail or hand-delivered shall be in sealed packages and addressed to:

Lori Halula-Eyer

Re: Lines of Credit RFQ

Lakeland, Florida 33815

Submittals transmitted by facsimile or electronic mail will not be accepted.

- b. All submittals and accompanying material will become the property of the LPHC and will not be returned to the Respondent.

10. CLARIFICATION OF RESPONSES

The LHA reserves the right to obtain clarification of any point in a Respondent’s submittal or to obtain additional information necessary to properly evaluate a particular submittal. Failure of any Respondent to respond to such a request for additional information or clarification could result in rejection of that Respondent’s response.

11. SCORING/AWARD EVALUATION CRITERIA

An evaluation committee shall evaluate and score each submittal using the method described in this RFQ. A contract will be awarded to the respondent(s) whose submittal best meets the above qualifications as well as the needs and requirements of the LHA. The LPHC reserves the right to reject any or all submittals or to award one or more contracts or no contract.

- a. Each submittal will be evaluated based upon the quality of the proposal, terms and conditions that are favorable to LHA and its ability to move forward with the initiative described in this RFQ.

Total Possible Points— 100 Points

- b. The LHA reserves the right to waive any minor irregularities or technicalities in the submittals received.

12. SMALL DISADVANTAGED BUSINESSES, MINORITY BUSINESS ENTERPRISES, WOMAN BUSINESS ENTERPRISES, AND SECTION 3 QUALIFIED BUSINESSES

The LHA strongly encourages the participation of Small Disadvantaged Businesses, Minority-owned businesses, Women-owned businesses and Section 3 business concerns, and/or Section 3-qualified businesses in this and all the LHA projects, programs, and services.

13. NEGOTIATIONS AND AWARD

Negotiations may be conducted with respondents determined to have a reasonable chance of being selected for award, based on evaluation of qualifications, and other factors considered to be most advantageous to the LHA. Such respondents shall be accorded fair and equal treatment with respect to any opportunity for negotiations and revisions of submittals—to assure full understanding of and conformance to the services requested by the LHA. No respondent shall be assisted in bringing its submittal up to the level of another in order to be considered for award. The LHA reserves the right to request additional

information concerning any/all submittals submitted. A common deadline shall be established for the receipt of submittal revisions based on negotiations.

The LHA reserves the right to select more than one respondent (and will accept joint venture proposals), to select a respondent(s) for specific purposes or for any combination of specific purposes, and to defer the selection of any respondent(s) to a time of the LHA's choosing.

14. DISPUTES

In case of any doubt or differences of opinions as to the items or service to be furnished hereunder or the interpretation of the provisions of the RFQ, the decision of the LHA shall be final and binding upon all parties.

15. ASSIGNMENT

Neither the resultant contract nor any of the requirements, rights, or privileges demanded by it may be sold, assigned, contracted, or transferred by the successful offeror(s) without the express written consent of the LHA.

EXHIBIT B

PROPOSED TIMELINE

The following schedule is the proposed timeline to be used as a reference for prospective respondents so that dates may be reserved as appropriate.

*	Publish RFQ	Monday, August 23 and 30, 2021
*	Deadline for Written Questions	Friday, September 3, 2021
*	Publish Responses to Questions and Modifications or Addendums	Friday, September 10, 2021
*	Deadline for Submission of Responses	Friday, September 17, 2021
*	Review and Evaluation	September 24, 2021
*	Short List	September 27, 2021
*	Interviews with Finalists	October 3, 2021
*	Final Scoring Published	October 5, 2021
*	Recommendation to the LPHC Board of Directors	October 18, 2021
*	Negotiation of Scope and Fee for Project Development Financing	October 22, 2021
*	Award of Project Development and Financing Agreement	October 29, 2021
Subsequent contract awards under this solicitation are anticipated including, but not necessarily limited to investment partnerships, vertical development financing partnerships, CDFI development and other related services at the discretion of The LHA and its affiliate partners.		

EXHIBIT C

RESPONDENT PROFILE FORM

(Page 1 of 2)

Firm Name:

Business Address:

City _____ State _____ Zip Code _____

Name and Title of Contact Person:

_____		Phone (____) _____
Name	Title	

Submittal is for: Parent Company Division
 Subsidiary Branch Office

Type of Firm: Corporation
 Partnership
 Sole Ownership
 Joint Venture

Names and Address of Parent Company, if applicable:

Former Firm Name(s), if applicable:

Please indicate if your firm is a recognized Minority Business Enterprise.

Yes No

If yes, please indicate the appropriate category(ies):

American Indian Female-Owned Spanish Surname
 African-American Asian-American Other

