

PUBLIC NOTICE

REQUEST FOR QUALIFICATIONS For INVESTMENT PARTNER

The Lakeland Polk Housing Corporation (also known as "LPHC") is inviting interested parties with extensive experience in the fields of financial management, mortgage lending, urban and/or community redevelopment to submit statements of qualifications for a vast array of comprehensive services related to the investment and/or redevelopment of a various properties owned and/or controlled by LPHC and/or its partners. The successful respondent must demonstrate the ability and experience to create and implement independent revenue streams for the LPHC and its partners.

It is the intent of the LPHC that the Investment Partner will work with the LPHC to identify partnerships and business ventures to create and provide non-federal revenue streams for the long-term benefit of the LPHC and its partners.

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 Monday, January 22, 2018.

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

LAKELAND POLK HOUSING CORPORATION

INVESTMENT PARTNER REQUEST FOR QUALIFICATIONS

1. ADMINISTRATIVE BACKGROUND

The LPHC was established in 1997 and classified as a 501c3 non-profit by the Internal Revenue Service and further classified as a public charity in 2008. The LPHC works to provide and develop affordable housing opportunities for low and moderate income individuals and families that are residents of Lakeland and Polk County, Florida. The by-laws of LPHC further expand its purpose to seek to support the goals and objectives of the Lakeland Housing Authority while remaining a separate and distinct entity, but functionally and legally. The LPHC is governed by a three-member Board of Directors.

The overall mission of the LPHC 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 an Investment Partner for the LPHC. The LPHC's goal is to form a partnership as expeditiously as possible. Responses that demonstrate an ability to assist with acquiring and/or the provision of financing services necessary to create non-federal revenue streams for LPHC and its affiliates. The LPHC is requiring that each respondent submit a concept plan that describes the type of financing options that will make possible the creation of projects that have the potential to create long non-federal revenue streams for the LPHC and its affiliates. The response should demonstrate the respondent's ability, capacity, and readiness to perform the required Scope of Services in an expedient manner.

Finally, 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 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 resumes of key personnel who will constitute the lead staff 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 INVESTMENT PARTNER'S ROLE

The selected firm will be an integral partner with the LPHC in the effort to create, develop and maintain independent non-federal revenue streams. The selected firm will be required to work closely with the LPHC and any appropriate neighborhood or community organization. The LPHC's vision is to create a revenue stream that supports 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 LPHC with developing and maintaining a working partnership with the appropriate stakeholders to promote the community vision and goals of the LPHC.
- Assisting the LPHC with developing and maintaining linkages between financial and/or investment partners to support the development of affordable housing.
- Preparation of an Investment Plan that shall include:
 - (1) a time table 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 and location of the required housing units,
 - (3) a list of all known available funding sources for each proposed action including traditional and alternative financing options
 - (4) an investment plan
 - (5) considerations and certifications as may be required to obtain city, state, or federal, approvals necessary to initiate any proposed projects
 - (6) a review of local housing and/or real estate inventory to determine and make recommendations for any potential acquisitions of existing single family or multi-family housing within the respective development areas.

- Collaborating with the LPHC to develop detailed development and/or investment strategies along with operating budgets. The selected Investment Partner will be required to expand and update the budgets.
- Providing regular monthly reports to the LPHC on the progress of the investment efforts including work-completed, associated costs, schedule and budgetary requirements.
- Collaborating with the LPHC and its legal team to create an ownership structure for an investment partnership.
- Overseeing the procurement of the investment partners.
- Obtaining or assisting with obtaining financing through the use of Low Income Housing Tax Credits (LIHTC), State Housing Initiatives Partnership (SHIP) funds, State Apartment Incentive Loan (SAIL) funds, Community Development Block Grant (CDBG) funds, Choice Neighborhood Initiatives (CNI), and other public or private funding opportunities to create investment and development opportunities.
- Overseeing and otherwise assisting with asset management functions as required for investment opportunities.

A Respondent should indicate its approach to the division of work and responsibility between it and the LPHC, as well as, its requirements with regard to advance funding and similar issues. The LPHC is interested in a financial structure that allows it to participate in a stream of income from the create projects, developments or partnerships.

The response shall include a description of the Respondent's knowledge of real estate financing and investment methods and sources.

The response should provide at least three (3) professional references for previous projects during the last ten years. The Respondent should use the *References* spreadsheet attached to this RFQ to submit of this information.

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 **Investment Partner 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 LPHC 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 LPHC personnel regarding this RFQ.

Ex parte communication regarding this solicitation is prohibited between a potential or current respondent and any LPHC 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 or LPHC Board member, LPHC, 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 or LPHC Board member, other LPHC, LHA or West Lake Management employee, or agent to a prospective offeror shall not bind the LPHC, 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, January 12, 2017**. 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, January 19, 2017**.

5. MODIFICATION OF SOLICITATION

The LPHC 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 January 12, 2017** to all potential offerors who received this RFQ directly from the LHA.

The LPHC 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 LPHC'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 and costs with the LPHC. 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 Experience:

Demonstrate the Respondent's experience in projects similar in scope and complexity as described in *item 2. Scope of Services* of this RFQ within the last ten years by providing information on residential and/or community development projects in which the Respondent has participated. Focus on the most recently completed projects. The information should list the: project name; location; project size; 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.), if applicable.

Please complete Exhibit C. *Previous Experience* (included in this RFQ).

Tab 2—Financing Experience:

Describe new and innovative financing techniques for raising capital that the Respondent has employed on previous projects during the last ten years from sources such as Low Income Housing Tax Credits (LIHTC), State Housing Initiatives Partnership (SHIP) funds, State Apartment Incentive Loan (SAIL) funds, Community Development Block Grant (CDBG) funds, Choice Neighborhood Initiatives (CNI), and other public or private funding opportunities to develop the property. Describe the Respondent's experience with applying for Planning Grants. Describe the Respondent's experience in obtaining funding from various public and private sources. Describe the Respondent's approach to managing the financial risk associated with affordable housing and/or community development.

Describe how each project was kept within budget and on schedule. Describe any impediments that occurred and how they were handled.

Tab 3--Staff Experience and Organization:

Provide an organization chart that provides a detailed description of the organization structure and staffing. Provide a staffing plan for this project that specifies staff's roles, existing time commitments, and previous experience. Indicate whether any of the staff will be locally based. Identify the individual that will serve as the project manager and who will direct and coordinate the project to completion. Provide resumes of all key personnel that will be assigned to work with the LPHC. Indicate the estimated percentage of time to be devoted to this project for each identified individual and their role in the respondent's organization.

Tab 4--Capacity:

The Respondent shall certify that if selected as the Investment Partner that it and all its team members are available to start immediately. Please provide a realistic timeline identifying when significant project benchmarks will be attained. The Respondent should describe any existing time constraints of the proposed team members or their proposed staff which would impair the Respondent's ability to proceed expeditiously.

Tab 5--References:

For projects within the last ten years, provide the name, email address, and telephone number of at three (3) professional references. References must verify Respondent's representations. Please use the **References** form (Exhibit E) to provide the information. Note: The LPHC reserves the right to check other reference sources as well.

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 January 22, 2017**. 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: Investment Partner RFQ
430 Hartsell Avenue
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 LPHC reserves the right to obtain clarification of any point in an 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. The evaluation committee shall evaluate each submittal for factors such as: the ability of professional personnel; past performance; recent, current, and projected workload of the firm; and other factors that address the anticipated needs and requirements of the LPHC. The LPHC may conduct discussions with and may require public presentations by firms regarding their qualifications, approaches to various types of projects, and their ability to furnish the required services. 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 LPHC. The LPHC reserves the right to reject any or all submittals or to award one or more contracts or no contract.

- a. The evaluation criteria to be used in reviewing submittals and their respective weights are as follows:
 - Letter of Transmittal-- Failure to submit this document could render the Respondent's submittal as *non-responsive*, and therefore, it may not receive consideration. — *up to 10 points*
 - Respondent's experience as described in the response to this RFQ and evidence of ability to perform the work— *up to 30 points*
 - Experience and qualifications of key staff, location of staff, including the firm's capacity as it relates to size and available resources to complete the development --*up to 30 points*
 - Respondent's current and anticipated workload along with firm's approach and ability to meet the LPHC's deadlines— *up to 10 points*
 - Evidence of the Respondent's past performance and substantial success of completed projects and references— *up to 20 points*

Evidence of the Respondent's demonstrated knowledge and familiarity of applicable governmental regulations and codes as required by the U.S. Government, State of Florida, County of Polk, City of Lakeland, and any other agencies having authority— *up to 10 points*

Total Possible Points— 100 Points

- b. The LPHC 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 LPHC 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 LPHC 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 LPHC. 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 LPHC. No respondent shall be assisted in bringing its submittal up to the level of another in order to be considered for award. The LPHC 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.

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 LPHC 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 LPHC.

SPECIAL CONDITIONS

By submitting a response to this RFQ, the Respondent acknowledges and agrees that it is familiar with, or will become familiar with, the following documents and regulations as required (documents are not provided herein by the LPHC):

1. 4 CFR Part 8—Nondiscrimination Based on Handicap in Federally Assisted Programs and Activities of the Department of Housing and Urban Development
2. Section 504 of the Rehabilitation Act, as amended, and the rules and regulations there- under
3. 24 CFR Part 135, employment opportunities for Section 3 business concerns and low-income persons
4. The HUD Procurement Handbook (7460.8)
5. 24 CFR Part 85 (HUD procurement regulations) and OMB Circular A-87 (concerning procurement and costs)
6. Florida Housing Finance Corporation requirements
7. Federal Home Loan Bank and Affordable Housing (FHFC) Program guidelines
8. 24 CFR 968 (Public Housing Modernization regulations)
9. 24 CFR 941 (Mixed-finance development regulations)
10. The HUD Mixed-Finance Guidebook, December 12, 1998
11. The Quality Housing and Work Responsibility Act of 1998
12. Low Income Housing Tax Credit program (IRS)
13. State of Florida low income housing assistance programs for rental and home ownership units
14. U.S. Department of Housing and Urban Development Choice Neighborhood Initiative

EXHIBIT A

INVESTMENT PARTNER RFQ CHECKLIST

Note: This completed and signed off checklist is a mandatory submission requirement.

Firm Name: _____

Y/N	MANDATORY SUBMISSION/INCLUSION REQUIREMENTS*	COMMENTS
	Response to this RFQ--One "Original" and Four Copies Submitted	RFQ shall be submitted in sealed envelopes and marked "Qualifications for Investment Partner"
	Acknowledgement receipt of modification or amendment to the original RFQ	Indicted number(s) assigned to modification and/or date received:
	Deadline Met prior to 2:00 PM, ET, January 22, 2018	
	Letter of Transmittal	As outlined in item 7
	Previous Experience	As outlined in item 7, Tab 1
	Financing Experience	As outlined in item 7, Tab 2
	Organizational Structure and Staffing, Profile of Key Staff	As outlined in item 7, Tab 3
	Capacity	As outlined in item 7, Tab 4
	References	As outlined in item 7, Tab 5
	Submission of Required Documents	As outlined in item 7
	Developer Partner RFQ Checklist	Exhibit A
	Proposed Timeline	Exhibit B (no submittal--for reference only)
	Previous Experience	Exhibit C, re: item 7, Tab 1
	Proposer/Developer Partner Profile Form	Exhibit D
	References	Exhibit E, As outline in item 7, Tab 5

* Failure to provide these documents may render the response to this RFQ as *non-responsive* and, therefore, may cause the submitted response to be rejected.

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 January 8, 2018
*	Deadline for Written Questions	Friday, January 12, 2018
*	Publish Responses to Questions and Modifications or Addendums	Friday, January 19, 2018
*	Deadline for Submission of Responses	Monday, January 22, 2018
*	Review and Evaluation	January 2018
*	Short List	January 2018
*	Interviews with Finalists	February 2018
*	Final Scoring Published	February 2018
*	Recommendation to the LPHC Board of Directors	February/March 2018
*	Negotiation of Scope and Fee for Investment Partner Agreement	March 2018
*	Award of Investment Partner Agreement	March 2018
*	Investment Plan Complete	July 2018
<p>Subsequent contract awards under this solicitation are anticipated including, but not necessarily limited to: investment partnerships, vertical development partnerships, asset management and other related services at the discretion of the Investment Partner and the LPHC.</p>		

EXHIBIT C

PREVIOUS EXPERIENCE

For each project described in item 7. **Submittal Format** please put an “x” in the box if the Proposer/Investment Partner performed the function or utilized the described financing.

	Name of Project 1	Name of Project 2	Name of Project 3	Name of Project 4
REAL ESTATE:				
▪ Development Feasibility Studies				
▪ Sale of Real Estate				
▪ Zoning Approval				
▪ Subdivision Approval				
▪ Site Preparation Work				
▪ Environmental Work				
▪ Dedicated Infrastructure				
▪ Other (specify)				
FINANCING EMPLOYED:				
▪ Financial Feasibility Studies				
▪ LIHTC				
▪ HOPE VI				
▪ CNI				
▪ CDBG (also HOME, RHF, etc.)				
▪ FHA Multi-Family Insurance				
▪ Fannie Mae DUS				
▪ Federal Home Loan Bank				
▪ Other Insurance Programs				
▪ County Financing Programs				
▪ Bank Financing				

	Name of Project 1	Name of Project 2	Name of Project 3	Name of Project 4
▪ Bond Financing				
▪ Bond Underwriting				
▪ Tax Credit Syndicator				
▪ Personal Guarantees				
▪ Corporate Guarantees				
CONSTRUCTION SERVICES:				
▪ Construction Contractor				
▪ Construction Manager				
▪ Infrastructure Construction				
▪ Design Services				
PROPERTY MANAGEMENT:				
▪ Marketing Plan				
▪ Property Manager				
▪ Site Maintenance				
▪ Site Security				
MISCELLANEOUS:				
▪ Mixed Finance Proposal				
▪ Supportive Services				

- a) Describe the approach to managing the financial risk associated with each project and any innovative financing techniques for raising capital.
- b) Describe how each project was kept within budget and on schedule. Describe any impediments that occurred and how they were handled.
- c) Provide a statement of how you will honor all financial guarantees, should the need arise. The statement should include more than a reference to the financial statements.

EXHIBIT D

RESPONDENT/INVESTMENT PARTNER 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 & 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):

<input type="checkbox"/> American Indian	<input type="checkbox"/> Female-Owned	<input type="checkbox"/> Spanish Surname
<input type="checkbox"/> African-American	<input type="checkbox"/> Asian-American	<input type="checkbox"/> Other

EXHIBIT E

REFERENCES

Provide the name, mailing address, and telephone number of at least three (3) professional references. Reference must verify Respondent's/Investment Partner's representations.

Name	
Address	
Phone	
E-mail	
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**ACKNOWLEDGEMENT OF RECEIPT
OF
AMENDMENT OF SOLICITATION**

- 1 **AMENDMENT NUMBER:** _____

- 2 **ISSUED BY:** The Lakeland Polk Housing Corporation (the "LPHC")

- 3 **DATE AMENDMENT OF RFQ ISSUED:** _____
for INVESTMENT PARTNER

- 4 **BRIEF DESCRIPTION OF AMENDMENT:**
(attach copy(s) of Amendment(s) as issued by the LPHC)

5 THE ABOVE SOLICITATION IS AMENDED AS SET FORTH IN THE ATTACHED AMENDMENT(S) AS ISSUED BY THE AUTHORITY. PROPOSERS/ DEVELOPER PARTNER MUST ACKNOWLEDGE RECEIPT OF THIS/THESE AMENDMENT(S) PRIOR TO THE HOUR AND DATE SPECIFIED FOR RECEIPT OF PROPOSALS, BY SIGNING THIS FORM BELOW.

EXCEPT AS PROVIDED HEREIN, ALL TERMS AND CONDITIONS OF THE SOLICITATION REMAIN UNCHANGED AND IN FULL FORCE AND EFFECT.

ACKNOWLEDGMENT OF RECEIPT:

Name

Title

Signature

Date