

Solicitation for Facilitator for City-ARHA Resolution 830 Working Group

1.1 PURPOSE/OBJECTIVE

The City of Alexandria, VA (City) and the Alexandria Redevelopment Authority (ARHA) seek proposals from persons and/or firms qualified to provide facilitation and related services to coordinate and manage a community consultation process that will review and develop recommendations for the potential revision and/or expansion of Resolution 830 which governs their joint commitment to replace ARHA-owned housing with substantially equivalent housing on a 1:1 basis in cases of redevelopment or demolition. Among the goals of the consultation is to develop a common interpretation and understanding of Resolution 830 and the obligations of parties that choose to participate in supporting Resolution 830, given subsequent changes in City and federal housing policies, practices, programs and sources of funding since Resolution 830 was originally adopted in 1981.

It is anticipated that the community consultation will include meetings involving invited stakeholders representing a range of interests along with members of the public who will be invited to attend and comment, within guidelines to be established. There will be ongoing opportunities for public comment, at meetings, in writing, online and/or in other formats to be established.

1.2 CONTEMPLATED TERM OF ANY CONTRACT AWARDED

If a contract is awarded, it is anticipated that the City will issue a Contract for the period June 26, 2017 through December 31, 2017.

1.3 METHOD OF SOURCE SELECTION

The City is using an informal quote process and will seek written proposals/quotes from at least three (3) vendors. An award, if made, will be made to the responsible and qualified Contractor offering the lowest acceptable quotation.

1.4 SPECIFICATIONS

The Contractor shall provide all goods, services, labor and insurance necessary to meet or exceed the requirements and specifications outlined here. In their quotes, Proposers may also propose additional services that may be beneficial to the City and ARHA and/or the proposed consultation process, along with a breakdown of any associated additional costs.

1.5 REQUIRED QUALIFICATIONS

To be considered for award the Contractor shall possess the following minimum requirements:

- Experience in facilitating public meetings and working with community groups, including regarding complex and controversial matters.
- Knowledge of affordable housing development, development economics and affordable housing finance, redevelopment of public housing and best practices regarding the successful development and on-going operation of mixed-income developments.
- Knowledge of HUD regulations and funding sources for maintenance and/or redevelopment and operation of public or publicly assisted housing, specifically HUD Demolition or Disposition of Public Housing Projects, Mixed-finance development and Rental Assistance Demonstration (RAD models).
- Knowledge and understanding of the City's Housing Master Plan, the ARHA 2012-2022 Strategic Plan, and the Braddock Metro Neighborhood and Braddock East Plans, as well as a general understanding of City planning and development processes.

1.6 CONTRACTOR'S RESPONSIBILITIES

The Contractor shall have the following responsibilities:

- Review background materials provided by City and ARHA staff relevant to Resolution 830, the Housing Master Plan, the ARHA Strategic Plan and the Braddock Metro Neighborhood and Braddock East Plans, as well as the issues to be reviewed by the Working Group.
- Establish a point of contact for the City and ARHA staff teams, and furnish contractor's personnel with the necessary expertise and knowledge to assist the City and ARHA in achieving the desired outcomes.
- Coordinate with City and ARHA staff to develop the content and format of the consultation process, including meeting topics, content and schedule.
- Prepare for, manage and facilitate all aspects of community meetings planned (approximately 4-6 are anticipated during the contract period), including coordination of speakers, presenters and subject matter experts, as engaged, as well as panel discussions, small and large group discussions and solicitation of questions and feedback from invited stakeholders and the public. A schedule of anticipated meetings and topics is attached.
- Prepare written summaries of the all community meetings for posting to the City and ARHA websites, following review by City and ARHA staff, within 10 business days of each meeting.

- Prepare monthly written updates (the first week of the month) regarding the progress of the Working Group and the status of project deliverables for distribution to the ARHA Redevelopment Work Group.
- Draft Revised Resolution 830 along with Report summarizing the review, findings and recommendations of the Working Group.
- Incorporate public comments and feedback, as appropriate, into revised final draft report and Resolution 830 documents for City Council and ARHA Board consideration/approval.
- All written work produced by the Contractor shall become the property of the City, when accepted.

1.7 CITY'S AND ARHA'S RESPONSIBILITIES UNDER ANY RESULTING CONTRACT

- The City and ARHA will render decisions in a timely manner pertaining to the adopted work plan, scheduled meetings and related presentations and materials, meeting summaries and to the draft Report and Revised Resolution 830 produced by the Contractor.
- The City and ARHA will work to reduce the risks of changes, claims and extra costs.
- The City and ARHA will assist with meeting logistics (venue, outreach, copying of materials, equipment set up) and communications, including posting of all Working Group materials and updates to the City and ARHA websites.
- The City and ARHA will review and pay monthly invoices submitted by the Contractor for work completed within 30 days of receipt of the invoice.

1.8 MINIMUM CRITERIA FOR RESPONSIBILITY

- A Contractor debarred by any Public Body shall be considered non-responsible. A Contractor may also be considered non-responsible if the Proposer previously failed to properly perform or complete, in a timely manner, contracts of a similar size and scope, or if an investigation shows that the Contractor is unable to perform the requirements of the Contract.
- The City and ARHA will use the following minimum criteria for determining responsibility:

- The Contractor's ability, experience, capacity, skill, facilities and financial resources to perform the work and fulfill the requirements of a resulting contract;
- The Contractor's ability to perform the work under the contract and produce the required outcomes on a timely basis; and
- The Contractor's prior performance on contracts similar in size and scope to the work being solicited.

2.0 SUBMISSION DEADLINE; DELIVERY METHODS; DELIVERY INSTRUCTIONS

Proposals should include the Contractor's qualifications and a cost breakdown for all services proposed.

Proposals must be submitted to the City before 6 PM on June 9, 2017. No proposals will be accepted after the deadline. Proposals will be acknowledged by email within one hour of receipt.

Proposals should be submitted electronically (by email) to:

Helen S. McIlvaine
Director
Office of Housing
City of Alexandria, VA
703-746-3088
Helen.McIlvaine@alexandriava.gov

Proposals received by the deadline will be distributed to the City-ARHA reviewing committee. Responses should include contact information for follow up questions and to potentially schedule interviews.

2.1 GENERAL INQUIRIES RELATED TO THE SOLICITATION

Proposers may submit general questions related to the solicitation through June 6. These should be emailed to the City point of contact above. Questions, and written responses provided by the City and ARHA will be distributed by email to all parties that receive the Solicitation.

3.0 SELECTION AND AWARD OF CONTRACT

Selection will include review of materials submitted and may include phone or in-person interviews with City and ARHA staff. It is anticipated that a selection will be made within two weeks of the submission of Proposals with a contract to be executed as soon as possible thereafter to allow work to proceed on or about June 26, 2017.

Resolution 830 Working Group – Draft Schedule of Community Meetings and Topics

- **Module 1: Existing Resolution 830 Units and the History of Replacement**
 - **Education:**
 - Review the genesis of Resolutions 99 and 830: the specific language and the characteristics of a Resolution 830 unit (public housing/ACC contract; income level served, with and without assistance; rental subsidy, including project based vouchers or other; requirements for interim and permanent relocation assistance of impacted residents; term of affordability; location).
 - Review the types of households served/potentially to be served by the modernized Resolution 830:
 - ARHA residents/residents facing displacement
 - Special needs and at-risk populations, e.g., persons with disabilities, elderly, households experiencing/at risk of homelessness
 - Non-ARHA households facing displacement due to redevelopment – e.g., Beauregard
 - Extremely low-income and very low income households, i.e., those most housing-cost burdened
 - History of replacement of 830 units, addressing how the replacement was achieved, including the extent to which the characteristics of the replacement units were different than the units replaced; also, timing, funding/financing and level of integration with market rate units.
 - **Discussion:** What are the key characteristics that define a Resolution 830 unit and what characteristics have defined a replacement unit? How does this impact the types of households served?
- **Module 2: Funding and Financing Replacement Units**
 - **Education:** Explain available financial resources (both for development and rental subsidies, if required) and how they may impact the key characteristics of replacement units.
 - Describe the federal/HUD funds or programs, that currently exist to maximize, maintain and/or redevelop public housing and/or support its operation, and how is ARHA using them for renovation and redevelopment? What other financing mechanisms and/or funding sources are available (including federal programs) to support renovation, preservation or production of Resolution 830 units? What do Resolution 830 units cost to develop or preserve and how does this compare to non-Resolution 830 units at similar affordability levels? Are there now factors that should change the current model that suggests providing

approximately 3 times the existing density is sufficient to replace existing units? What do current market/economic factors indicate regarding the value that must be achieved to yield 1:1 replacement?

- What do Resolution 830 units cost to operate (distinguishing subsidies from daily operations and maintenance) and how does this compare to non-Resolution 830 units at similar affordability levels? What is the relationship between construction cost, rental subsidies, and daily operation/maintenance costs?
 - **Discussion:** How does the information about the current funding and financing realities, as well as costs, impact our collective ability to produce replacement units? Are there sources we might use, but aren't? What, if any, of the key characteristics of Resolution 830 may have to be adjusted to reflect funding/financial realities? What opportunities exist to change the current approach to achieve more units or deeper levels of affordability? What other alternatives, specific to ARHA, might qualify as meeting Resolution 830, such as exclusive use of a set-aside rental unit for a defined period (20 years)?
- **Module 3: Expansion of Resolution 830**
 - **Education:** Review past and current affordable or mixed-income projects by private non-profit and for-profit entities.
 - How do the projects produced compare with Resolution 830 units in terms of the key characteristics (of the units and the households they serve)?
 - Are there tools that are currently not used or not available to ARHA and/or other developers that, if utilized, could allow them to produce units or otherwise achieve deep affordability that meet key characteristics of Resolution 830 units? What are the potential costs or challenges related to these tools? How might these be used to assist nonprofit and private owners to preserve properties with expiring affordability contracts? Tools may include:
 - Real estate tax exemptions and/or PILOTs
 - RAD and RAD II
 - Development, permit and tap fee waivers and/or exemptions from other fees and infrastructure costs (e.g., sewer)
 - Project based vouchers/housing choice vouchers (tenant protection vouchers)
 - Local rental subsidies (for deep affordability)
 - Braddock Fund (1/2 of developer contributions for housing)
 - ARHA site increment of real estate taxes from market rate development (per Braddock Metro Neighborhood Plan)

- State and federal housing trust fund monies
- City homeownership assistance resources
- Project specific Utility Allowances

Please note that not all tools will result in a deeply affordable unit, but may help achieve housing affordability for very low income households

- **Discussion:** Is Resolution 830 a ceiling or a floor in terms of the number of potential units? What characteristics would comprise its equivalent? (Income level served with or without assistance, ARHA owned or nonprofit/private developer-owned, rental or ownership, term of affordability). What does this review suggest in terms of involving nonprofit/private developers in the production of new Resolution 830 units? How does Resolution 830 fit into Alexandria's vision of a successful mixed-income community?
- **Module 4: Wrap Up of Recommendations**
 - **Education:** Review of key points of previous meetings, including discussion.
 - **Discussion:** Group recommendations on key issues, such as:
 - Recommended definition of a Resolution 830 unit and its replacement, in terms of the key characteristics.
 - Recommended definition of the households to be served by Resolution 830 units (affordability test).
 - Recommendations for sustainable funding/financing tools to expand the number of Resolution 830 units and/or maintain affordability levels of current Resolution 830 units.
 - Recommendations for involving nonprofit/private developers in the production of Resolution 830 units or their equivalent, and target Resolution 830-unit goal.