

MCPHERSON IMPLEMENTING LOCAL REDEVELOPMENT AUTHORITY
1794 WALKER AVENUE
ATLANTA, GEORGIA 30310

October 16, 2014

REQUEST FOR PROPOSALS (RFP)
HOUSING AND PROGRAMS FOR HOMELESS INDIVIDUALS AND FAMILIES

ATTENTION RESPONDENTS:

You are hereby invited to submit to McPherson Implementing Local Redevelopment Authority (hereinafter “MILRA”) a proposal to provide Housing and operate Programs for homeless individuals and families pursuant to 32 C.F.R. Part 176.30(b)(3) and a component of the approved Homeless Assistance Submission of the local redevelopment authority for the redevelopment of Fort McPherson. A successful respondent (or respondent team) will be selected by MILRA based on a multi-step process, as described below.

A **Mandatory** Pre-Proposal Conference will be held on Thursday, November 6, 2014 at 2:00 p.m. at the offices of MILRA at 1794 Walker Avenue SW, Atlanta, GA 30310. The purpose of the mandatory pre-proposal conference is to provide potential respondents with detailed information regarding the project and to address questions and concerns.

All potential respondents or their representatives are **required** to attend the **mandatory** pre-proposal conference. During the conference, the staff will address the request for proposals (RFP) process, the project, and requirements for proposal submission. Proposals will not be accepted from respondents who fail to attend the pre-proposal conference.

Your complete response to this RFP must be received by designated staff of MILRA at the offices of MILRA at 1794 Walker Avenue SW, Atlanta, GA 30310 no later than 12:00 noon on January 13, 2015. Absolutely no proposals will be accepted after 12:00 noon on January 13, 2015.

MILRA will make the final selection of the firm or team of firms to perform the proposed services. MILRA reserves the right to cancel any and all solicitations and to accept or reject, in whole or in part, any and all proposals.

Prior to the pre-proposal conference, all questions about process may be directed to Darlene Hawksley by e-mail at Darlene@mcphearsonredevelopment.com by phone at 404-477-6767. All questions related to the substance of the RFP must be submitted to Darlene Hawksley in writing (either by e-mail or U.S. Mail), and shall be answered publicly at the pre-proposal conference and/or by email to all who submit questions.

REQUEST FOR PROPOSALS (RFP)

HOUSING AND PROGRAMS FOR HOMELESS INDIVIDUALS AND FAMILIES

PART I

EXECUTIVE SUMMARY

Effective November 9, 2005, the Base Closure and Realignment Commission voted to close Fort McPherson, a 486-acre installation located in southwest Atlanta. The closure occurred on September 14, 2011. Fort McPherson was the seventh largest employer in Atlanta, directly employing 5,831 individuals on the base and an additional 1,983 jobs that were indirectly attributed to the business activities generated from the base and the dollars spent in the community.

The City of East Point that borders Fort McPherson has a low per capita income and suffers high unemployment rates. At the time of the announcement, the per capita income for the one-mile radius (\$13,599) was 55.4% of the national average and less than half the Atlanta MSA average. The one-mile radius' median housing value was \$68,795 and the bulk of owner-occupied housing (68%) was valued between \$50,000 and \$100,000. Only one percent of housing in the one-mile radius was valued above \$200,000. It was predicted that the loss of Fort McPherson would result in an estimated negative impact of \$592.8 million to this already economically depressed, predominately minority community.

The citizens of Atlanta presented the strongest case possible to retain Fort McPherson. With the decision to close, the "McPherson Planning Local Redevelopment Authority, Inc." (a nonprofit corporation) was formed (1) to reduce the burdens of government and promote the public welfare by assuming on behalf of the Cities of Atlanta and East Point, Fulton County, Georgia the responsibility and authority for planning the reuse and economic development of the real estate and other assets presently comprising Fort McPherson, Georgia.

On September 11, 2007 the MPLRA unanimously approved the HUD Application including the Reuse Plan for Fort McPherson. MPLRA staff worked steadily to complete the necessary documents following Board approval and successfully submitted the full application, including the Land-use Plan on Friday, September 21, one day prior to the BRAC deadline.

On September 9, 2009 the McPherson Implementing Local Redevelopment Authority (MILRA), a political subdivision of the State of Georgia, was created by executive order of the Governor. Eleven individuals were appointed by Governor Sonny Perdue to serve on MILRA for a four-year term and an additional nine officials serve on the Board *ex officio*. The powers of MILRA are described in the legislation and include the power to purchase, lease, dispose, acquire, hold and otherwise control land acquired from the federal government and to construct, improve, maintain, lease and perform all

other develop activities on the property; to borrow money, accept grants, make loans, issue revenue bonds, encourage and facilitate job training and housing rehabilitation programs for surrounding residents and do all things necessary or convenient to carry out the powers expressly given in the act.

On October 30, 2009, MILRA was officially recognized by the Office of Economic Adjustment, on behalf of the Secretary of Defense, as the Local Redevelopment Authority for purposes of implementing the local redevelopment plan for Fort McPherson (letter from Patrick J. O'Brien, Director, Office of Economic Adjustment dated October 30, 2009 is enclosed). Further, a *Record of Decision* executed on March 22, 2011 by Craig E. College, Deputy Assistant Chief of Staff for Installation Management, and published in the Federal Register, Volume 76, No. 71 / Wednesday, April 13, 2011 states that the McPherson Implementing Local Redevelopment Authority (MILRA) is the implementation authority for the redevelopment of Fort McPherson and will implement the Reuse Plan. In accordance with 32 C.F.R §174.9 (b), the McPherson Implementing Local Redevelopment Authority is the only entity eligible to receive property under an EDC.

The United States Department of Housing and Urban Development notified MILRA on September 2, 2011 of its “final determination that the *Fort McPherson Redevelopment Plan and HUD submission*, dated September 20, 2007, with supplemental information dated February 6, March 11, November 10, December 8 and 19, 2008, and January 18, 2011, (the Plan) complies with the requirements of the Base Closure Community Redevelopment and Homeless Assistance Act of 1994 (the Act), 10 U.S.C. §2687 note, as amended and its implementing regulations found at 24 CFR Part 586.” MILRA was informed that it may move forward with implementing the reuse plan, which focuses on economic redevelopment and includes the no-cost homeless assistance conveyance of base property as outlined in the Reuse Plan and the Legally Binding Agreements accompanying the plan. The final approved submission consisted of 216 units on-site plus a commitment to support 125 units off-site for a total of 341 units of inclusive community housing.

PART II

PURPOSE OF THE REQUEST FOR PROPOSALS

The purpose of this Request for Proposals (RFP) is to identify, select and engage a qualified and capable Provider or Providers, including State, local government agency or private nonprofit organization, that currently provides or propose to provide services to homeless persons and/or families residing in Fulton County and all municipalities located within Fulton County to operate Programs that meet both State and National quality standards, has measurable outcomes, and provides housing for homeless individuals and families pursuant to 32 C.F.R. Part 176.30(b)(3) and a component of the approved Homeless Assistance Submission of the local redevelopment authority for the redevelopment of Fort McPherson, as described in Attachment A, Scope of Work.

The selected respondent will demonstrate the ability to complete the attached Scope of Work in a manner consistent with the approval of the U.S. Department of Housing and Urban Development (HUD) requirements and acceptable to MILRA. Although the Scope of Work is detailed, MILRA is open to creative suggestions.

MILRA will attempt to negotiate a binding contract, or Legally Binding Agreement (LBA), for the Scope of Work with the selected respondent promptly after the proposal submittal date.

PART III

INFORMATION AND INSTRUCTIONS TO RESPONDENTS

- 3.1 **DESCRIPTION:** MILRA intends to identify, select and engage a qualified and capable Provider or Providers, including State, local government agency or private nonprofit organization, that currently provides or propose to provide services to homeless persons and/or families residing in Fulton County and all municipalities located within Fulton County to operate Programs and provide housing for homeless individuals and families pursuant to 32 C.F.R. Part 176.30(b)(3) and a component of the approved homeless assistance submission (Homeless Assistance Submission) of the local redevelopment authority for the redevelopment of Fort McPherson.
- 3.2 **OBJECTIVES:** The objectives of the solicitation is to fulfill the obligations of MILRA under the Homeless Assistance Submission through the engagement of an alternative Provider to operate the Programs and provide housing for homeless individuals and families using the designated units described herein. The units shall be comprised of eight (8) housing units to be designated by MILRA from the forty-one (41) units that have been identified at Buildings 506-510, Buildings 524-529, Buildings 533-538, and Buildings 601-605 at Fort McPherson and thirty-one (31) units of housing (consisting of a mixture of one, two, three, or four bedroom single family apartments or condominiums as determined by MILRA) to be constructed on Fort McPherson at such locations determined by MILRA, and as more specifically described in the form of deed prescribed by MILRA (the “New Units”); provided, however that, at the option of MILRA, the New Units may replace or supplement the Existing Units, but in no case shall the total number of units comprising the Designated Homeless Service Facilities be less than 39 units.

In addition, MILRA will identify sixteen (16) single family units described in the form of a year-to-year lease to satisfy, on a temporary basis, the needs of a Provider to carry out its programs.

MILRA retains the option, at any time prior to the effective date of the Existing Unit Lease and New Unit Lease, and thereafter with the consent of the Homeless Provider, to relocate or otherwise provide for the

relocation of the Designated Homeless Service Facilities pursuant to the terms of the LBA.

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3.5 **PROPOSAL DEADLINE:** Responses to this Request for Proposals must be received by MILRA at its offices located at 1794 Walker Avenue SW, Atlanta, GA 30310 no later than 12:00 noon on January 13, 2015. Absolutely no proposals will be accepted after 12:00 noon on January 13, 2015. The proposals will not be opened publicly; only the names of the respondents shall be read aloud. Any proposals received after the time stipulated will not be considered and will be rejected and returned to the respondent. Proposals must be responsive to all requirements outlined herein. The delivery of the proposal to MILRA prior to the proposal deadline is solely and strictly the responsibility of the respondent. MILRA will in no way be responsible for delays caused by the United States Postal Service, Federal Express or other couriers or delays caused by any other occurrence. Fax and email proposals are not acceptable. MILRA may, for good and sufficient reason, extend the response deadline, in which case all respondents that have attended the mandatory pre-proposal conference shall be sent notification of the new date and time.

3.6 **SELECTION PROCESS AND NEGOTIATION:** Selection will take place as follows. (1) Proposals: MILRA will select one proposal from among those proposals submitted by the qualified respondents. Selection criteria for proposals are listed in Section 3.14 below in the section marked "Proposal Selection Criteria." Further evaluation may include an oral interview with the most responsible and responsive respondents. (2) Negotiations: MILRA and the successful Respondent will negotiate a contract promptly after selection. If a mutually satisfactory contract cannot be reached with the selected respondent, MILRA will enter into negotiations with the second-place respondent as determined under the selection criteria.

3.7 **SCHEDULE:** It is anticipated that the solicitation and proposal process shall be conducted in accordance with the following schedule; provided, however, that MILRA reserves the right to modify this schedule in its discretion.

Advertisement of RFP - October 16, 2014

RFP Available – October 16, 2014

Mandatory Pre-Proposal Conference – November 6, 2014, 2:00 p.m.

Proposals Due – January 13, 2015

Oral Interviews - Week of February 2, 2015

- 3.8 **FORMAT OF RESPONSE:** To be considered, respondents must submit a complete response to this Request for Proposals. The format provided in this section is not negotiable. Each proposal must be submitted in seven (7) copies; the original copy must be submitted unbound and suitable for copying. Each proposal also must be submitted in CD format. The envelope containing the proposals must be sealed and labeled with the project name and delivered to:

Darlene Hawksley
Director of Real Estate and Business Engagement
McPherson Planning Local Redevelopment Authority
1794 Walker Avenue
Atlanta, GA 30310

Supplemental instructions, if any, issued by MILRA shall be written in the form of an addendum and sent to those who attended the mandatory pre-proposal conference. Failure of any respondent to receive an addendum or email interpretation of this RFP shall not relieve the respondent from any obligation under the RFP. All addenda will become an integral part of this RFP. The proposal should include all required submittals. Failure to include each and every submittal may result in the rejection of your proposal. Proposals should be clear and concise. Where appropriate, statistical information should be shown in tabular form. It will be assumed that you have fully complied with the specifications unless deviations are clearly noted on a separate page labeled "Deviations from Specifications."

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- 3.10 **CONFLICT OF INTEREST.** The selected respondent shall be a non-profit (or groups of non-profits) that has no conflict of interest concerning its entry into a formal contract with MILRA requiring execution of the Scope of Work described in Attachment A of this RFP. Any potential conflicts of interest must be explained in your proposal.

- 3.11 **REQUIRED SUBMITTALS:** Proposals from homeless service providers must include at least the following: (1) a description of the homeless assistance program that the homeless service provider proposes to carry out at Fort McPherson; (2) a description of the need for the program; (3) a description of the extent to which the program is or will be coordinated with other homeless assistance programs in the communities in the vicinity of Fort McPherson; (4) information about the physical requirements necessary to carry out the program; (5) the financial plan; (6) a description of the

organizational structure and capacity; (7) a narrative of prior experience; (8) a description of the qualifications of the organization to carry out the program; and (9) an assessment of the time required to commence carrying out the program. If selected for further consideration, MILRA may require the Provider to submit current financial statements for the past three years.

3.12(a) **COVER LETTER:** Include a cover letter indicating the full name and address of your organization and the branch office or other subordinate element that will perform or assist in performing the services described. Please indicate the name of the senior contract person for your firm or team on this engagement, the office location from which MILRA will be served, appropriate telephone and facsimile numbers, email addresses and acknowledgment of the ability to commit your firm or your team to the contents of this proposal and any other information you feel to be relevant. Please limit your letter to two pages. Indicate whether you operate as an individual, partnership or corporation or team of any of the foregoing. Include the state in which you are incorporated or licensed to operate. If the respondent is a corporation, then a completed corporate disclosure statement must be submitted with this proposal.

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3.12(c) **ABILITY TO COMPLETE DESCRIBED SCOPE OF WORK:** Your response to this section should demonstrate your ability to fulfill the Scope of Work listed in Attachment A with an emphasis on the two major evaluation categories (1) alignment with community priorities and (2) evidence of capacity as described in the Selection Criteria Section 3.14.

3.12(d) **MBE/FBE PARTICIPATION:** MILRA seeks organizations who are committed to the practice of non-discrimination in the selection of team members and relationships with subcontractors, and will take into consideration the participation of Minority and Female Owned Business Enterprises, if any, in the evaluation process. All respondents shall include specific information regarding Minority and Female Owned Business Enterprise participation, if any.

3.12(e) **REFERENCES AND ADDITIONAL INFORMATION & COMMENTS:** Include any other information that you feel is pertinent but not specifically asked for herein. Please also provide personal and professional references that would allow MILRA to further qualify the respondent's ability to accomplish the proposed development.

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3.14 **PROPOSAL SELECTION CRITERIA:** MILRA shall select a proposal from among those submitted by respondents pursuant to the proposal selection criteria. Selection will be based on the demonstrated strength of the respondent's compliance with each of the selection criteria. MILRA reserves the right to select a respondent that, in the opinion of MILRA, demonstrates the strongest overall compliance with the criteria. Based on the initial review of the Notices of Interest received between June 9th and September 25, 2006 the Selection Criteria is organized into two major categories: (1) alignment with community priorities and (2) evidence of capacity.

PRIORITY ONE: ALIGNMENT WITH COMMUNITY PRIORITIES

The initial top five (5) priorities are:

- a. Transitional Housing
- b. Permanent Supportive Housing
- c. Warehouse and Office Space for Providers
- d. Clinic Services
- e. Treatment Center

PRIORITY TWO: EVIDENCE OF CAPACITY TO IMPLEMENT THE PROJECT

The three (3) areas of evidence are:

- a. Financial capacity
- b. Management capacity
- c. Collaboration.

Financial capacity may be evidenced in several ways including (1) a realistic plan that is financially feasible; (2) a strong, sound financial history; (3) diverse funding streams; (4) a well informed approach to handling risks and opportunities; and (5) a demonstrated capacity to develop the type of resources needed for the proposed program.

Management capacity may be evidenced by (1) a proven track record of expertise in managing successful programs; and (2) a positive history in delivering services related to those aligned with community priorities.

Collaborative capacity may be evidenced by (1) the extent to which the program is or will be coordinated with other homeless assistance programs in the community; and (2) a design that takes into account opportunities for partnership and collaboration.

In summary, MILRA is seeking a Provider or Providers that give clear evidence of the capacity to implement the services proposed and to provide or secure the capital and operating resources needed to deliver the programs proposed.

- 3.15 **CONTACT PERSONS:** Questions concerning any aspect of this project, including the proposal process, should be directed to Darlene Hawksley, Director of Real Estate and Business Engagement, McPherson Implementing Local Redevelopment Authority, 1794 Walker Avenue, Atlanta, GA 30310. Suggestions and questions regarding the RFP and the Scope of Work should be made in writing to Darlene Hawksley, McPherson Implementing Local Redevelopment Authority and/or e-mailed to Darlene Hawksley (Darlene@mcpersonredevelopment.com) prior to 5:00 p.m. on November 3, 2014. Inquiries received after 5:00 p.m. on November 3, 2014 may not be considered. Any reply will be made in writing and distributed to all pre-proposal conference attendees. Oral answers will not be authoritative.
- 3.16 **RIGHT TO SUBMITTED MATERIALS.** All proposals, responses, inquiries, or correspondence relating to or in reference to this RFP and all reports, charts, displays, schedules, exhibits, graph, maps and other documents provided by the respondents will become the property of MILRA when received. MILRA shall have the right to use any ideas presented in the proposals, whether the proposals are selected or rejected.
- 3.17 **DISCLAIMER.** The information contained herein is provided solely for the convenience of respondents. It is the responsibility of all respondents to assure themselves that information contained herein is accurate and complete. MILRA does not provide any assurance as to the accuracy of any information in this proposal. Any reliance on the contents of this RFP or any communications with MILRA shall be at the respondent's own risk. MILRA shall have no liability or obligation with respect to this RFP, or the selection and award process contemplated hereunder. All costs incurred by a respondent in preparing and responding to this RFP are the sole responsibility of the respondent. All respondents to this RFP fully acknowledge all provisions of this Disclaimer and agree to be bound by its terms.

Attachment A

Scope of Work

FORT MCPHERSON HOUSING AND PROGRAMS FOR HOMELESS INDIVIDUALS AND FAMILIES

The objectives of the solicitation is to fulfill the obligations of MILRA under the Homeless Assistance Submission through the engagement of an alternate Provider to operate the Programs and provide housing for homeless individuals and families using the previously designated units described in the excerpts below. The Provider will be obligated to operate the Programs described in a Legally Binding Agreement (LBA) to be negotiated between the parties.

Excerpt from Legally Binding Agreement #1

The LBA #1 units shall be comprised of eight (8) housing units to be designated by MILRA from the forty-one (41) units that have been identified at Buildings 506-510, Buildings 524-529, Buildings 533-538, and Buildings 601-605 at Fort McPherson and thirty-one (31) units of housing (consisting of a mixture of one, two, three, or four bedroom single family apartments or condominiums as determined by MILRA) to be constructed on Fort McPherson at such locations determined by MILRA, and as more specifically described in the form of deed prescribed by MILRA (the “New Units”); provided, however that, at the option of MILRA, the New Units may replace or supplement the Existing Units, but in no case shall the total number of units comprising the Designated Homeless Service Facilities be less than 39 units. The Homeless Service Provider (“Provider”) must covenant and agree that the Designated Homeless Service Facilities will exclusively serve homeless families and individuals that meet the definition of “homeless persons” as set forth in the McKinney-Vento Act (42 U.S.C. sec. 11301 et. seq.). Following transfer of the Property from the US Army to MILRA, MILRA would lease the eight (8) Existing units under LBA #1 to the Provider pursuant to an Existing Unit Lease at no cost for a term of forty-nine (49) years with an option to purchase in fee for nominal consideration at the end of the lease terms. The Provider will be obligated to operate the Programs described in the LBA to be negotiated between the parties. The Provider will be responsible for all costs and expenses associated with the operation and maintenance of the Designated Homeless Service Facilities including common area charges and for the operation of the Programs from the effective date of the Existing Unit Lease or the New Unit Lease. MILRA retains the option, at any time prior to the effective date of the Existing Unit Lease and New Unit Lease, and thereafter with the consent of the Homeless Provider, to relocate or otherwise provide for the relocation of the Designated Homeless Service Facilities pursuant to the terms of the LBA.

Excerpt from Legally Binding Agreement #2

Under LBA #2, MILRA will identify sixteen (16) single family units described in the form of a year-to-year lease to satisfy, on a temporary basis, the needs of a Provider to carry out its programs. The Homeless Service Provider (“Provider”) must covenant and agree that the Designated Homeless Service Facilities will exclusively serve homeless families and individuals that meet the definition of “homeless persons” as set forth in the McKinney-Vento Act (42 U.S.C. sec. 11301 et. seq.). Following transfer of the Property from the US Army to MILRA, MILRA would lease sixteen (16) single family units to the Provider pursuant to a year-to-year lease, at no cost. The Provider will be obligated to operate the Programs described in the LBA to be negotiated between the parties. The Provider will be responsible for all costs and expenses associated with the operation and maintenance of the Designated Homeless Service Facilities including common area charges and for the operation of the Programs from the effective date of the year-to-year lease. MILRA retains the option, at any time prior to the effective date of the Existing Unit Lease and New Unit Lease, and thereafter with the consent of the Homeless Provider, to relocate or otherwise provide for the relocation of the Designated Homeless Service Facilities pursuant to the terms of the LBA.