



Municipality of Anchorage

Austin Quinn-Davidson, Acting Mayor

- Real Estate Department / Heritage Land Bank -

April 6, 2021

Request for Proposal

DEVELOPMENT OF A PORTION OF HLB PARCELS 6-011, 6-016 and 6-017

The Municipality of Anchorage is requesting proposals for the Real Estate Department.

Enclosed is pertinent information for use in preparing your proposal.

Proposals must be received at the Real Estate Department office, 4700 Elmore Road, 2nd floor, Anchorage, Alaska 99507 (Mailing Address: P.O. Box 196650, Anchorage, AK 99519-6650), **prior to 5:00 p.m., Local Time, May 14, 2021**. Office hours are by appointment only, Monday through Friday, 8:00 a.m. to 5:00 p.m., excluding holidays. Proposals received by the Real Estate Department office after the date and time specified will be returned to the proposer unopened. Facsimile or emailed submittals will not be accepted.

A meeting for discussion of the Request for Proposal will be held on the Microsoft Teams platform above at **1:30 p.m., Local Time, April 20, 2021**. It is requested that those interested in submitting proposals attend this meeting. RSVP to shelley.rowton@anchorageak.gov by 5 p.m. April 16, 2021 to receive meeting information (link and call-in number).

One original, plus five complete copies of your proposal must be submitted. In addition to the copies required, a PDF copy on a USB flash drive of the complete proposal, including attachment, shall be submitted.

The Municipality of Anchorage reserves the right to reject any and all proposals and to waive any informalities in procedures.

Sincerely,

Robin E. Ward
Real Estate Department Director

REQUEST FOR PROPOSALS

DEVELOPMENT OF A PORTION OF HLB PARCELS 6-011, 6-016 AND 6-017

SECTION 1: GENERAL INFORMATION

1.1 Purpose

The intent of the Request for Proposal (RFP) is to develop a portion of three parcels currently in the Heritage Land Bank inventory located in Girdwood Alaska, legally described as Tract I Alyeska Subdivision Prince Addition (Plat 87-131) (PID 075-311-04), Tract B Girdwood Elementary School Subdivision (Plat 85-38) (PID 075-031-32), and Tract 9A Section 9 T10N R2E (Plat 73-220) (PID 075-041-31) in a manner that is consistent with the goals of the Girdwood Area Plan and the Crow Creek Neighborhood Land Use Study (Plans) and which provides the highest and best use of the site.

1.2 Background

The subject parcels are currently vacant. The Municipality of Anchorage (Municipality) desires to develop a portion of these parcels for residential purposes. That portion to be proposed for development shall be described by the developer and may include up to 150 acres of the subject parcels, including lands zoned GRST-2, GR-3, GR-5, GIP and GOS.

The Municipality, acting through the Real Estate Department, is utilizing a Request for Proposal process to solicit developer interest in providing residential development (i.e. single family, multi-family, etc.) consistent with the goals of the Plans. The intent of the RFP is to encourage creativity in how respondents envision development of the parcels.

Proposals will be evaluated based on demonstrations of highest and best use of the available developable acreage, subject to acceptability by the Municipality (refer to Section 3). Preference will be given to proposals that include a mix of housing types.

Evaluations will focus on the strengths of development plans, development teams, and public benefit of the proposed development of the property.

1.3 Questions

Any questions regarding this proposal are to be submitted to:

Physical Address:
Municipality of Anchorage
Real Estate Department
4700 Elmore Road, 2nd floor
Anchorage, AK 99507

Mailing Address:
Municipality of Anchorage
Real Estate Department
P.O. Box 196650
Anchorage, AK 99519-6650

(907) 343-7536 Phone
(907) 343-7535 Facsimile
Robin.Ward@anchorageak.gov

Note: if using E-mail please identify the project in the subject line as "Girdwood Residential 2021".

E-mail is the preferred method for question submission.

Office hours of operation are by appointment only: 8:00 a.m. to 5:00 p.m. local time Monday through Thursday, 8:00 a.m. to 4:30 p.m. on Fridays, and closed on municipal holidays. All questions regarding the scope of work must be received prior to the deadline indicated on the RFP cover letter.

1.4 Inspection

All respondents are strongly encouraged to physically inspect the existing property and improvements. The Municipality assumes no responsibility for the disclosure of matters which would not have been disclosed by an inspection of the property.

1.5 Preparation Costs

The Municipality shall not be responsible for proposal preparation costs, nor for any costs, including attorney fees, associated with any administrative, judicial or other challenge to the determination of the proposals. By submitting a proposal, each respondent agrees to be bound in this respect and waives all claims to such costs and/or fees.

SECTION 2: RULES GOVERNING COMPETITION

2.1 Examination of RFP Proposal

Respondents should carefully examine the entire RFP, any addenda thereto, and all related materials and data referenced in the RFP. Respondents should become fully aware of the nature of the proposed transaction and the conditions likely to be encountered in performing the transactions.

2.2 Proposal Acceptance Period

Selection of qualified respondents is anticipated to be announced within thirty (30) calendar days, although all offers must be complete and irrevocable for one hundred twenty (120) days following the submission date.

2.3 Confidentiality

The content of proposals will be kept confidential until the selection of the qualified respondents list is publicly announced and any appeals are finally determined. At that time, all proposals are open for public review. However, the financial information submitted shall not be released to competing respondents or the public until signature of the development agreement (see Section 3.2.1) has been announced.

If a respondent desires its financial information to remain “confidential/proprietary” after the RFP process, the respondent shall clearly indicate such by marking each page with a “confidential or proprietary” stamp/statement. Respondents are advised that proprietary information shall be limited to “records or engineering or other technical data, which, if released, would provide a competitive advantage to any other person engaged in similar or related activities,” and “proprietary information which a manufacturer, consultant or provider reasonably requires to be kept privileged or confidential to protect the property interests of persons providing the information or data,” under Anchorage Municipal Code (AMC) subsections 3.90.040F and G, respectively.

A respondent must provide a statement supporting its request for maintaining its financial information as “confidential/proprietary,” and how it complies with the provisions of AMC outlined above. This request must be attached to the respondent’s submission in a conspicuous location.

In the event that the Real Estate Department Director determines that the financial information marked by the respondent as “confidential/proprietary” does not comply with the provisions of AMC, the respondent will be notified prior to evaluation of the financial information. The respondent will be allowed to withdraw the information. If the respondent does not withdraw the information, it will thereafter be treated as non-confidential information.

In the event that information is determined to be of a proprietary nature, it shall be maintained in the files of the Real Estate Department and made available for internal review, but shall not be subject to public disclosure – either during or after the RFP process unless ordered by a court of competent jurisdiction.

Notwithstanding the foregoing, the final awardee will be required to disclose all financial information consistent with the award/contract terms and conditions approved by the Anchorage Assembly.

2.4 Proposal Format

Proposals are to be prepared in such a way as to provide a straightforward, concise delineation of the respondent's capabilities to satisfy the requirements of this RFP. Emphasis should be concentrated on the following:

- 2.4.1 Conformance to the RFP instructions; and
- 2.4.2 Responsiveness to the RFP requirements; and
- 2.4.3 Completeness and clarity of content.

2.5 Signature Requirements

All proposals must be signed. A proposal may be signed by an officer or other agent of a corporation, if authorized to sign contracts on its behalf; a general partner of a partnership; manager of an LLC; the owner of a privately-owned vendor; or other agent if properly authorized by a power of attorney or equivalent document.

Signature on the "Letter of Transmittal" will meet this requirement (Section 4.3.3). The name and title of the individual(s) signing the proposal must be clearly shown immediately below the signature.

Failure to sign the Proposal is grounds for rejection.

2.6 Proposal Submission

ONE ORIGINAL, single sided unbound, plus five (5) complete copies of the proposal must be received by the Municipality prior to the date and time specified in the cover letter. Copies may be bound or enclosed in folders/binders as the respondent chooses.

IN ADDITION to the copies required above, a PDF copy of the complete proposal, including attachments, shall be provided on a USB flash drive.

All copies of the proposals shall be submitted in a single sealed cover which should be plainly marked as a Request for Proposal Response with the title, "**Girdwood Residential 2021**" prominently displayed on the outside of the package.

Proposals must be delivered or mailed to:

Physical Address:
Municipality of Anchorage
Real Estate Department
4700 Elmore Road, 2nd floor
Anchorage, AK 99507

Mailing Address:
Municipality of Anchorage
Real Estate Department
P.O. Box 196650
Anchorage, AK 99519-6650

2.7 News Releases

News releases pertaining to the award resulting from the RFPs shall not be made by a respondent without prior written approval of the Real Estate Department Director.

2.8 Disposition of Proposals

All materials submitted in response to this RFP will become the property of the Municipality. One copy shall be retained for the official files of the Real Estate Department and will become public record after selection of the qualified respondent, with the exception of those items deemed to be confidential, per Section 2.3.

2.9 Oral Change/Interpretation

No oral change or interpretation of any provision contained in this RFP is valid whether issued at a pre-proposal conference or otherwise. Written addenda will be issued when changes, clarifications, or amendments to proposal documents are deemed necessary by the Municipality.

2.10 Modification/Withdrawal of Proposals

A respondent may withdraw a proposal at any time prior to the final submission time and date by sending written notification of its withdrawal, signed by an agent authorized to represent the respondent. The respondent may thereafter submit a new proposal prior to the final submission time and date; or submit written modification or addition to a proposal prior to the final submission time and date. Modifications offered in any other manner, oral or written will not be considered. A final proposal cannot be changed or withdrawn after the time designated for receipt, except for modifications requested by the Municipality after the date of receipt.

2.11 Late Submissions

Proposals not received prior to the date and time specified in the cover letter, regardless of when the proposal was mailed, will not be considered and will be returned unopened.

2.12 Rejection of Proposals

The Municipality reserves the unilateral right to reject any and all proposals as determined to be in the best interest of the Municipality.

2.13 Appeals

AMC section 7.20.130 does not apply to this RFP. Any appeal related to this RFP shall be in accordance with this section.

2.13.1 Appeals Prior to Submission of Proposals

An appeal based on alleged improprieties or ambiguities in the RFP shall be filed with the Real Estate Department NO LATER THAN seven (7) calendar days PRIOR to the date specified for receipt of proposals.

2.13.2 Appeals of the Most Qualified Proposal(s)

An appeal based on the selection of the most qualified proposal in the RFP process shall be filed no later than four (4) working days AFTER the date of the Real Estate Department Director's letter notifying respondents of the selected proposal.

2.13.3 Content of Appeals

The appeal shall, at a minimum, contain the following information:

- 2.13.3.1** The name, address and telephone number of the applicant; and
- 2.13.3.2** The signature of the appellant or its authorized representative; and
- 2.13.3.3** A detailed statement of the legal and/or factual grounds of the appeal, including copies of any relevant documents; and
- 2.13.3.4** The form of relief requested.

Any appeal that is incomplete or fails to conform to the above shall automatically be denied and shall not be considered at any time thereafter.

2.13.4 Decision on Appeals

The Real Estate Department Director shall issue a written decision containing the rationale of the decision within three (3) working days after the appeal has been filed.

An appeal of the decision of the Real Estate Department Director may be filed directly to the Mayor, with a copy provided concurrently to the Real Estate Department Director, within three (3) working days of receipt of the Real Estate Department Director's decision.

Upon receipt, the Mayor, in his sole discretion, may consider the appeal and issue a final decision, or may refer the matter to a special hearing officer appointed by the Mayor. The decision of the Mayor, or the special hearing officer, is the final administrative appeal available to the party filing the appeal.

SECTION 3: DEVELOPMENT PRIORITIES

3.1 Development Priorities

All respondents shall address the following development criteria. The following items are not listed in priority order, with the exception of residential housing, see Section 1.2:

- 3.1.1.** A mix of residential housing
- 3.1.2.** Preservation of the Iditarod National Historic Trail
- 3.1.3.** Preservation of Class A wetlands
- 3.1.4.** Inclusion of Accessory Dwelling Units as a prominent feature

3.2 Goals for Developing the Site

Development of property shall accomplish the following goals identified in the Proposals:

- *Ensure Design Quality and Compatibility:* Appropriate design techniques and materials should be employed to ensure that the development is compatible with the surrounding area of Girdwood.
- *Higher and Better Use:* Create a higher and better use for the property to grow and sustain a more vibrant residential district near the heart of the community.
- *Increase Desirability Level:* The extent to which the proposed development satisfies a desired or unique niche in the marketplace and helps diversify the community.
- *Promote Housing and Employment Stability:* The contribution that the development will make toward increased housing opportunities within Girdwood.
- *Economic Development Potential:* The degree to which the development may potentially stimulate other desirable economic development and/or development activity (catalytic effect).

- *Master Plan Compatibility:* The compatibility of development with land use and development plans as described by municipal goals and/or the master plan.
- *Demonstrated Ability:* The demonstrated capacity of the developer to finance, market, manage and package this project. The developer's demonstrated readiness and ability to proceed on the project including time schedules reasonably described.
- *Maintain Natural Features:* The development will minimize impacts on the natural environment while maximizing the benefits of the same.

3.2 Potential Effects on Development

The Municipality hereby discloses the following that may have an effect on the properties:

- 3.2.1.** *Development Agreement:* Execution of a development agreement for the development of the property between the Municipality and the successful respondent. The Development Agreement will contain all provisions of the successful proposal, including concept plans, scope of the project, schedules, financial information and warranties. A Purchase and Sale Agreement will be attached as an exhibit to the Development Agreement.
- 3.2.2.** *Development Covenants:* Respondent shall redevelop the property in accordance with all federal, state and municipal requirements, as established by issuance of the first certificate of occupancy by the Municipality within five (5) years after expiration or earlier termination of the Development Agreement. Notice of this covenant shall be recorded at closing.
- 3.2.3.** *Security:* Respondent shall deliver a letter of credit in a form satisfactory to the Municipality at closing in the amount of THREE HUNDRED THOUSAND DOLLARS (\$300,000) as security for performance of the aforementioned development requirements.

SECTION 4: PROPOSAL AND SUBMISSION REQUIREMENTS

To achieve a uniform review process and obtain the maximum degree of comparability, it is required that the proposals be organized in the manner specified below. Proposals shall not exceed thirty (30) pages in length (excluding letter of transmittal, resumes, title page(s), index/table of contents, attachments, dividers, and drawings). One page shall be interpreted as one side of single lined, typed, 8 1/2" X 11", piece of paper. The number of copies to be submitted is provided in Section 2.6.

4.1 Title Page

Show the RFP subject, the name of your firm, address, telephone number(s), name of contact person, and date.

4.2 Table of Contents

Clearly identify the materials by section and page number.

4.3 Letter of Transmittal limited to two (2) pages.

4.3.1. Briefly state your firm's understanding of the services to be performed and make a positive commitment to provide the services as specified.

4.3.2. Give the name(s) of the person(s) who are authorized to make representations for your firm, their titles, address, and telephone numbers.

4.3.3. The letter must be signed by a corporate officer or other individual who has the authority to bind the firm, per Section 2.5.

4.4 Experience and qualifications of the Development Team

4.4.1. Development Team Structure:

Provide a detailed summary of the Development Team. Provide a description of the proposed legal structure of the team (i.e. joint venture, limited partnership, limited liability company, etc.) and a team organizational structure chart. The summary should include lead staff (firm) for each element of the project, information on the firm and resumes of key staff. If associates within firms are to be involved, provide specifics of their roles, responsibilities and resumes.

4.4.2. Makeup of the Development Team:

Provide a description of each of the key members and the Development Team. At a minimum, identify the entity that will hold overall responsibility for the entire project, the general contractor, and the architect. Provide resumes of the individuals who will be assigned to this project for each of these entities. Verify these individuals will not be allowed to be changed without the consent of the Municipality.

4.4.3. Development Team Experience:

Provide the firm's development experience with comparable public/private residential developments. Descriptions of former projects should include dates, nature of involvement from a financial standpoint; from a

management and implementation standpoint; implemented developments; sizes and uses; dates on completion, and references with telephone numbers.

4.4.4. Experience in Design-Build Projects:

Provide a listing of projects of this type completed in the last ten (10) years. Provide details regarding your firms' specific contractual roles and responsibilities. Include the names, addresses and phone numbers of owner references for each project. Provide a description of your firm's approach to providing design-build services. Describe how you perform design review, document coordination, constructability review, value engineering, permitting and subcontract preparation and packaging. Describe your experience working in a team approach with the owner and your Development Team to achieve the best residential developments possible within the established time frame and budget.

4.4.5. Proof of Financing:

Respondent must provide sufficient information and documentation to demonstrate that the respondent has the financial capacity to secure any necessary financing to complete the developments as proposed.

4.5 Development Proposal

4.5.1 Business Plan:

Sufficiently detail and include a reasonable project budget and pro forma, in addition to demonstrating the proposed project's viability and details for the operation and management of the project after completion of construction.

- Provide research / market demand data.
- Provide details on how the proposer intends to utilize the project site and in what form of control of the site, or portion thereof, the project requires.
- Demonstrate committed and qualified tenants / buyers / operators for the completed project.
- Clearly detail and define the project's development costs, including all construction costs, soft costs and contingencies.
- Clearly detail and define project's operating pro forma, including all revenues, expenses, debt service, taxes, and other assessments for the same number of years for which MOA assistance is requested.
- Provide reasonable assumptions for all costs and revenues.

4.5.2 Level of Return and Benefit to the MOA:

Describe the economic, fiscal, employment and other tangible public benefits generated by the proposal. Requests for MOA assistance must be limited to assistance the MOA can reasonably accommodate and be clearly and quantitatively demonstrated to be less than the public benefit generated by the project.

- Qualitative public benefits may be included as support to the well-defined quantitative benefits.
- Specify requested MOA assistance, if any, and include details such as type of assistance, desired length of agreement term, commencement and completion dates, etc.
- Request a level of financial assistance that fills a clearly described financial gap in the proposal.

4.5.3 Consistency with Adopted Plans and Ordinances:

Explain how the proposal is consistent with adopted MOA plans and ordinances, in addition to other external community documents consistent with MOA policies.

- Explain how the proposal is consistent with the Development Priorities described in Section 3.
- Explain why the proposal is a unique development project in the best interest of the citizens of Anchorage.
- Describe how the project will create housing alternatives, net new jobs and business opportunities.

4.5.4 Description and Clear Scope/Scale of Project:

Provide project details, a conceptual access and circulation plan and describe the project's compatibility to the area and adjacent uses. Clearly detail and define the project including:

- Gross acreage of project and proposed uses; e.g. single family, multi-family, etc.
- Number of (rental or ownership) residential units; note any specific intended user for the product; e.g. affordable or senior housing, market rate housing, workforce housing, multi-generational housing, etc.
- Plans to include accessory dwelling units, if any.
- Expected number of construction jobs and construction costs.
- Estimated project cost (all costs).

4.5.4.1 Provide a conceptual site plan and building elevations if applicable (color recommended). Identify any applicable phasing on the drawings.

4.5.4.2 Describe the utilization of the site, and if all or only portions of the site will be incorporated.

4.5.5 Describe how the project will exist in context with adjacent buildings, public amenities and other uses.

4.5.6 Provide circulation plan(s) showing transit, vehicular, bicycle and pedestrian access and circulation within and around the site, for the various existing and proposed users.

4.5.7 Project Timeline:

Provide a comprehensive schedule with major milestones that addresses all phases of planning, entitlements, design, plan review, permits, construction and occupancy. Proposers should commit to a reasonable project time frame.

- Use reasonable assumptions.
- Provide details on phasing, if applicable.
- Provide a construction mitigation plan that identifies potential challenges that neighboring businesses and residents may experience during the development and operating periods and propose viable mitigation plans.

SECTION 5: EVALUATION CRITERIA AND PROCESS

5.1 Criteria

The criteria to consider during evaluations, and the associated point values, are as follows:

5.1.1. Experience and Qualifications of the Development Team will be weighted according to those provisions described in Section 4.4.

500 points

5.1.2. Business Plan will be weighted according to those provisions described in Section 4.5.1.

100 points

5.1.3. Level of Return and Benefit to the MOA will be weighted according to those provisions described in Section 4.5.2.

300 points

5.1.4. Consistency with Adopted Plans and Ordinances will be weighted according to those provisions described in Section 4.5.3.

100 points

5.1.5. Description and Clear Scope/Scale of Project will be weighted according to those provisions described in Section 4.5.4.

800 points

5.1.6. Project Timeline will be weighted according to those provisions described in Section 4.5.5.

200 points

Total Points Available: 2,000 points

5.2 Qualitative Rating Factor

Firms will be ranked using the following qualitative rating factors for each RFP criteria:

- 1.0 Outstanding
- .8 Excellent
- .6 Good
- .4 Fair
- .2 Poor
- 0- Unsatisfactory

The rating factor for each criteria category in paragraphs 5.1.1 and 5.1.2 will be multiplied against the points available to determine the total points for that category. Costs shall be scored as defined in the cost section below.

EXAMPLE: For the evaluation of the experience factor, if the evaluator feels the response as provided was “Good,” they would assign a “qualitative rating factor” of .6 for that criterion. The final score for that criterion would be determined by multiplying the qualitative rating factor of .6 by the maximum points available (5) and the resulting score of 3 would be assigned to the experience factor. This process would be repeated for each criterion.

5.3 Evaluation Process

A committee of individuals representing the Municipality will perform the evaluation of all of the proposal(s) received. The committee will rank the proposal as submitted.

The Municipality reserves the right to select proposals for consideration based solely on the written proposal.

The Municipality also reserves the right to request oral interviews with any or all responding respondents. The purpose of the interviews is to allow expansion upon the written responses. A second score sheet will be used to score those firms interviewed. The final selection will be based on the total of all evaluators' scores achieved on the second rating. The same categories and point ranges will be used during the second evaluation as with the first evaluation. The highest ranked respondent after the second scoring, if performed, may be invited to enter into final negotiations with the Municipality for the purposes of contract award.