



# REQUEST FOR PROPOSALS COMMERCIAL DEVELOPMENT HODGES STOCK BARN

## SECTION 1. PURPOSE

### Technical Scope

The **City of Alexandria (COA)** hereby issues a **Request for Proposals (RFP)** relative to the redevelopment of the Hodges “Stock Barn” site into a commercial development including grocery, banking, pharmacy, restaurant, and other neighborhood business uses. Priority will be given to proposals that take into account recruitment of private equity/investment and anchor tenants to the redevelopment site. Henceforth, this will be referred to as the PROJECT. This RFP should be answered by interested parties—business consortia directly or through consultants—according to the rules of the RFP.

The proposals should provide to the COA preliminary planning and design options, including cost estimates for engineering and construction and basic market feasibility assessments, for commercial development at the PROJECT site, which lies within the **SPARC-CRA-1** area. This may include proposals for “gap” funding and aid through the S.P.A.R.C. (Special Planned Activity Redevelopment Corridors) infrastructure bond program, partnering guidelines for which can be found under **SECTION 7**, “Incentives” subsection, 1-5, *infra.* of this document.

## **SECTION 2. GENERAL SUBMISSION INFORMATION**

The COA intends to recommend the award of one proposal for planning, design, feasibility, implementation, and funding of the PROJECT under the S.P.A.R.C. program infrastructure bonds, the capital outlay process, community development funds, and economic development funds.

The City of Alexandria solicits development of the commercial area of the stock barn site with the potential use of the property totaling approximately six to seven (6-7) acres with 660 feet of street frontage at 3500 Third Street. The City of Alexandria could provide site development activities; and utility, street, and sidewalk infrastructure. The City could also aid with development costs for a retail center—to potentially include grocery, banking, and other retail opportunities, which would also be supported by the proposed public safety/community policing initiative.

The City of Alexandria is currently entering the implementation phase of a 56-unit moderate income apartment complex located behind the proposed the commercial site to complement commercial development along Third Street frontage.

The City of Alexandria *Revitalization Master Plan* (J-Quad, January 2009 Draft) addresses the property directly:

The revitalization of the former Dominique Miller Sales and Livestock property [“Hodges Stock Barn”] on Third Street will be an important undertaking and if successful could positively boost the revitalization efforts for the Lower Third Area. We recommend the development of mixed use residential, retail, and commercial use. Multi-family rental housing could be located on the northern edge of the property next to the existing Riverbend residential development. This would help buffer and provide a land use transition for residents of that development from commercial and retail development.

As stated above, part of the site facing Third Street could be developed into retail or commercial use, such as a grocery, bank, or pharmacy.

These uses are very much needed with local residents having limited choices for quality retail services in their area. As a mixed use development, this site can serve as an important destination for the area. The transformation of this site will not only change the appearance of the Third Street corridor, but can change the way the broader neighborhood is perceived. If revitalized, this site creates both an anchor of stability for this area and serves as an economic development initiative to bring much-needed jobs to the area.

The City of Alexandria has also recently received a *draft* market study prepared by RKG Associates, Inc. related to hotel, residential, office, and convention space in the Downtown Alexandria area and Alexandria as a whole. This *draft* study may be provided upon request. A future retail analysis of the Hodges Stock Barn redevelopment site is also

under consideration by the COA, but respondents should address how independent market feasibility analyses will be conducted to support proposed commercial development.

The COA intends that the PROJECT scope shall be to assess how a proposal might be considered for incentives, such as those in **SECTION 7**, which appear to:

- Adhere to existing master planning and facilitate immediate development action as well as increase the guarantee of long-term success.
- Leverage financial value with the immediate influx of public infrastructure and development spending, provided business plans are sound.
- Relate to alleviating urban flight (and blight), property abandonment, and economically distressed neighborhoods—and as a tool for sustainable and environmentally-conscious development.
- Provide the potential for mixed-use.
- Promote diverse ownership and partnering.
- Preserve not displace, separate or marginalize our city and its neighborhoods and people.

You should address and identify with specificity any other means by which governmental entities or parties can act as contributors to the PROJECT and the amount of cash (or other value, credits, guarantees, or in-kind services); how you will provide measurable results approximating the City's contribution to the PROJECT—including employment impact, long term contribution to tax structure, and other tangibles and intangibles; the real and substantial obligations you or the entity you may propose will deliver a proportionate return to the City of Alexandria at some point in the future; a conservative estimate of the economic development, workforce development, and promotion to Alexandria and the region your project brings to the table.

#### Questions

Questions and requests for further explanation regarding the **RFP** or development site shall be submitted in writing to the City of Alexandria by October 23, 2009 at:

**Daniel T. Smith**  
**Office of Economic Development**  
**Planning Division Liaison**  
**915 Third Street**  
**Alexandria, Louisiana 71301**  
[daniel.smith@cityofalex.com](mailto:daniel.smith@cityofalex.com)

## Addenda, Rejection and Cancellation

The COA reserves the right to revise any part of the request herein by issuing an addendum at any time prior to the submission deadline. Issuance of this or any modification order in no way constitutes a commitment by the COA to award a contract. The COA reserves the right to accept or reject, in whole or part, all proposals submitted and/or cancel this announcement if it is determined to be in the COA's best interest. All materials submitted in this response become the property of the COA and selection or rejection of a submittal does not affect this right. The COA also reserves the right, at its sole discretion, to waive administrative informalities contained in any future request.

## Preparation Costs

The COA shall not be responsible for costs associated with preparing the proposal by you, or for costs including attorney fees associated with any challenge (administrative, judicial or otherwise) to the determination of the highest-ranked Applicant and/or awarded contract and/or rejection of proposal. By submitting an application to S.P.A.R.C., each consortium or developer agrees to be bound in this respect and waives all claims to such costs and fees. *This shall not waive or negate the right of S.P.A.R.C. to award retroactively costs or preparation investment as outlined under the **SECTION 7**, "Incentives" subsection, 1-5, *infra*.*

## **SECTION 3. RULES GOVERNING COMPETITION**

### Examination of Proposals

Applicants should carefully examine the entire Request, any addenda thereto, and all related materials and data referenced in the Request. Applicants should become fully aware of the nature of the work and the conditions likely to be encountered in performing the work.

### Confidentiality

The content of all submissions are generally not confidential. The proposals, absent qualified confidential information under law, shall be the property of the City of Alexandria. These responses are, and shall be treated as, public records *after* initial qualifying periods to avoid the misuse of intellectual property or concepts of competitors. Proposals may include written reasons for keeping proprietary business information confidential, and sections falling under confidentiality requests should be clearly marked as such. Final determinations on whether submissions or portions of submissions are confidential can and will only be made by the City Attorney for the City of Alexandria.

### Proposal Format

Submissions are to be prepared in such a way as to provide a straightforward, concise delineation of the Applicant's capabilities to satisfy the requirements of this request. Emphasis should be placed on:

**Conformance to instructions  
Responsiveness to requirements  
Overall completeness and clarity of content  
Professional experience/track record of successes**

Signature Requirements

All proposals (**RFPs**) must be signed and sealed. An officer or other agent of a corporate firm, if authorized to sign Contracts on its behalf; a member of a partnership; the owner of a privately-owned firm; or other agent if properly authorized by a Power of Attorney or equivalent document may sign a letter or proposal. The name and title of the signatory individual(s) must be shown immediately below the signature.

Proposal Submission

Two (2) copies of the LOI must be received by the COA by 4:00 P. M. on Friday, November 20, 2009. Ultimately, six (6) copies of the PROJECT proposal will be required. All copies of the RFPs must be plainly identified as **“Hodges Commercial Development”** and delivered or mailed to:

**Daniel T. Smith  
Mayor’s Office of Economic Development  
915 Third Street  
Alexandria, Louisiana 71301  
(318) 449-5009**

Timeline

RFP Issued:	September 25, 2009
Deadline for Written Questions:	October 23, 2009
Questions and Answers Posted:	October 30, 2009
	<a href="http://www.sparccommission.com">http://www.sparccommission.com</a>
Deadline for Proposals:	November 20, 2009

Identities of questioners will be kept anonymous when questions and answers are posted to website.

News Releases

News releases pertaining to your submission shall not be made without prior written approval of the COA.

Disposition of Submissions

All materials submitted in response to this request shall become the property of the COA.

## Modification/Withdrawal of Submissions

A respondent may withdraw a proposal at any time prior to the final submission date by sending written notification of its withdrawal, signed by an agent authorized to represent the agency. The respondent may thereafter submit a new or modified proposal prior to the final submission date. Modifications offered in any other manner, oral or written, will not be considered until future expansion of the process or selection. A final proposal cannot be changed or withdrawn after the time designated for receipt, except for modifications requested by the COA after the date of receipt and following oral presentations.

## Oral Change/Interpretation

No oral change or interpretation of any proposal is valid whether issued at a pre-proposal conference or otherwise. Written addenda will be issued when changes, clarification, or amendments to proposal documents are deemed necessary by the COA.

## Late Submissions

**SUBMISSIONS RECEIVED AFTER 4:00 P.M. ON NOVEMBER 20, 2009, MAY NOT BE CONSIDERED AND MAY BE RETURNED UNOPENED.**

## **SECTION 4. ANTICIPATED SCOPE OF WORK**

Proposals must demonstrate comprehensive knowledge of the activity corridor and S.P.A.R.C. bases for award. This should include in-depth knowledge of planning, design standards, best-practices in engineering, and project management techniques.

Proposals should describe a ready implementation plan, including proposed funding mechanisms and federal and state matches, credits, and grants available. Respondents must agree to work with the Mayor's Office of Development, Mayor's Office of Policy and Planning, and the City of Alexandria Planning Department to review PROJECT constraints, initial concepts and PROJECT requirements. Upon completion of general research and consultation with COA officials, the selected applicant shall be responsible for coordinating, conducting and facilitating a public meeting(s) for the purpose of obtaining public comment and opinions relative to the purpose and need of the PROJECT. The selected applicant shall research all potential market or industry constraints or issues that could affect PROJECT feasibility, timing, and impact to the community. The selected entity will coordinate and work with other local, state, and Federal entities in soliciting and obtaining any and all permits necessary for the implementation of the PROJECT. The selected entity shall develop a number of conceptual designs and/or renderings for evaluation.

After the selection, the selected applicant will be responsible for providing detailed schema for PROJECT implementation and costs. The selected entity shall finalize schema, specifications and cost estimates and provide a summary report.

PHASE I

Anticipated tasks for this PROJECT will include, but are not limited to, the following items under Phase I. Proposals should clearly define all PROJECT elements and describe the methodology for establishing any cooperative endeavors and implementation models. This should including clearly defined sections in the proposal organized as:

- Preliminary Project Plans**
- Phase II Planning Consideration (see below)**
- Implementation Strategies**
- Project Management**
- Project Capitalization**
- Project Community Buy-In**
- Project Partnering**
- Construction Monitoring/Inspection**

PHASE II

In this later phase following the current RFP process, a cohesive plan for the CRA-1 corridor will be matched to funds. PROJECT elements may need to be re-defined and problem areas and issues may require additional vetting in Phase II.

- Stakeholder Support/Financing**
- Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis**
- Full Market Analysis**
- Build Support Teams**
- Secure Partner Commitments**
- Cooperative Development Agreements (key risks)**
- Perform Extensive Risk-Benefit Analysis and Due Diligence**
- Scrutinize Business Plans**
- Review Implementation Strategies**
- Set Forth Construction Timetable**

**SECTION 5. SUBMISSION REQUIREMENTS AND INSTRUCTIONS**

Table of Contents (1 Page)

Clearly identify the materials by Section and Page Number.

Qualification Narrative (Limited to 20 Total Pages)

A. Experience (25%)

Detail experience in the same or similar areas of expertise, and its adaptability to provide the required services for the PROJECT.

Provide at least three examples of redevelopment you propose to mirror or utilize and the results. Include a point of contact, current telephone number, and a brief description of the efficacy of these examples.

Identify your performance on similar projects, especially noting tasks of this type. Provide a point of contact for all noted experience. A current telephone number should also be provided if applicable.

B. Project Management (15%)

Provide detailed information on the qualifications and relevant experience of implementation strategies.

C. Available Resources and Development Partners (25%)

Provide information on size, resources, and business history.

Provide information on personnel resources available to you, which indicates that you have access to the services necessary under the PROJECT.

Describe all partners and recommended sub-consultants, including how the selected firm would make *bona fide* effort towards meeting the goals of the City's A.F.E.A.T. Program (see **subsection E** below).

D. Project Methodology and Approach (35%)

Provide detailed information on your methodology in meeting the scope identified in Section 4. Describe overall approach to the PROJECT as well as any details that may be unique. Provide how you will handle Phase II issues and aid the City of Alexandria to assess:

- Business Community buy-in.
- Financial Institution buy-in.
- Attracting private equity and investment.
- Defining mechanisms for sharing costs through cooperative development models.
- Reinvestment of a portion of profit into the CRA, after a fixed period, or upon the achievement of certain objective goals related to a "fair share" analysis. A formula for receiving incentives will be developed at the outset.
- Pay back of funds (in some cases) based on the level of public contribution to the development.
- "Claw backs" to ensure against planned failures or non-adherence to corridor goals.

#### E. Minority and/or Disadvantaged Business Enterprise (DBE) Firm Participation

Under the City's A.F.E.A.T. (Alexandria Fairness, Equality, Accessibility, and Teamwork) Program, participation by minority and/or disadvantaged business enterprise firms is encouraged. The AFEAT Program should be inquired about through the Division of Finance. The goals for qualifying disadvantaged, minority and female owned business in the use of professional service agreements with prime contractors will help effectuate the goals of increasing: the competitive viability of small business, minority, and women business enterprise by providing contract, technical, educational, and management assistance; business ownership by small business persons, minority persons, and women (including professional service opportunities); and the procurement by the City of professional services, articles, equipment, supplies, and materials from business concerns owned by small business concerns, minority persons, and women.

Prime contractors offering subcontracting should take specific action to ensure that a *bona fide* effort is made to achieve maximum results towards meeting the established goals. Primes shall document efforts and shall implement steps at least as extensive as the following in a good faith effort to reach or exceed the established goals:

- A. Establish and maintain a current list of minority and female owned businesses in Alexandria, in Rapides Parish, and in the State of Louisiana.
- B. Document and maintain a record of all solicitations of offers for subcontracts from minority or female contractors and suppliers in Alexandria, in Rapides Parish, and in the State of Louisiana.
- C. Secure listing of minority and women owned businesses from the City of Alexandria Purchasing Department, the Central Louisiana Business Incubator, and the State of Louisiana Department of Minority Affairs.
- D. Participate in associations which assist in promoting minority and women owned businesses such as the Central Louisiana Business League, the Central Louisiana Business Incubator, and the Entrepreneurial League System.
- E. Designate a responsible official to monitor all activity made in the effort to achieve or exceed the established goals; record contacts made, subcontracts entered into with dollar amounts, and other relevant information.

### **SECTION 6. EVALUATION CRITERIA AND SELECTION PROCESS**

A group representing the COA will perform an evaluation of the proposal. The group will rank the proposals as submitted. The COA reserves the right to award the Contract solely on the written proposal depicted.

The COA intends to formulate its policy, procedures, and operations with full-time City staff to oversee any public investment, and any plan must provide for accountability to the COA, covering public relations, publicity, marketing and related matters for the COA, including the provision of information and support to the administration, City Council and City departments.

A COA staff person, together with you, shall be responsible for keeping the public informed as well as organizing and maintaining public records generated by the administration and handling requests from the public.

## **SECTION 7. PROJECT DEFINITION**

### Sustainability Goals

The City of Alexandria focuses on a cohesive strategy and philosophy for economic development. This model considers the region of central Louisiana. We consider for each corridor of activity how developers address community-based growth—*i.e.*, planning, transportation, economic development, housing, community development, and natural resource development—and award points.

To smartly grow and preserve, the focus is to protect the region's, and our city's, sense of community and identity (and further promote thematic draws, such as its healthcare primacy in the region, children's sporting activity, and manufacturing/distribution businesses); preserve and capitalize on natural, infrastructural-intermodal, and cultural resources (like our central location in the state, river, interstate system, and airport); fairly and inclusively distribute the costs and benefits of developments (to reflect our demographics and equitably "grow" our city to avoid sprawl when appropriate and strengthen infill opportunity); expand the choices for transportation, employment, and housing (through mixed-use and other opportunities); value long-range, regional considerations of sustainability instead of immediate gratification (or what will work to make stabilize growth and not subject movement to waxing and waning fluctuation); and promote public health and healthful communities.

### Incentives

The incentive packages available for revitalization and the corridor projects should focus on fixes to, and new build-out for, infrastructure. In addition, the "soft" incentives should aid special-needs businesses.

"Soft incentives" involve aid that does not result in permanently-owned public infrastructure, and therefore the analysis must be clear and justified to support these forms of assistance. If your tax dollars are used, the return on public investment must be well-established and documented. Business plans will be scrutinized and, to some extent, public (except for trade secrets and proprietary information).

If permitted by state law, and in compliance with the tests for proportionality set forth by Alexandria cooperative economic development policy and La.Const. art. VII, § 14, the *costs* of an economic development project incurred by an authorized entity (*i.e.*, the awarded consortium in the S.P.A.R.C. program) may include the sum total of all reasonable or necessary costs incurred incidental to or in furtherance of an economic development project. An economic development project can be a large-scale address of problems or a single project, although the latter will generally not receive as many points unless it is singularly important or key to overall corridor development. The project(s) is/are subject to an approved economic development plan.

These approved costs can, but do not necessarily, include any such costs which are reasonably related or attributable to an approved economic development plan. These are:

- (1) Costs of studies, surveys, development of plans and specifications, preparation, implementation, and administration of an economic development plan, personnel and professional service costs for architectural, engineering, legal, marketing, financial, planning, police, fire, public works, or other services, provided that no charges for professional services may be based on a percentage of incremental tax revenues, and specifically including without limitation payments to developers or other nongovernmental persons as reimbursement for on- and off-site preparation costs incurred on behalf of, and the payment of which is approved by, the City Council, or authorized S.P.A.R.C. personnel as authorized by City Council or the mayor or his designee.
- (2) Property acquisition and assembly costs within the CRA-1, including but not limited to acquisition of land and other real or personal property or rights or interests therein, specifically approved by the City Council or the mayor or his designee and the subject of which is contained in a cooperative endeavor agreement certified by the city attorney and finance director of the City as Section 5-04 compliant with the *Alexandria City Charter* and La.Const. art. VII, § 14.
- (3) On- and off-site preparation costs, specifically approved by the City Council or the mayor or his designee and the subject of which is contained in a cooperative endeavor agreement certified by the city attorney and finance director by the City as Section 5-04 compliant with the *Alexandria City Charter* and La.Const. art. VII, § 14, including but not limited to clearance of any area within or about the proposed development by demolition or removal of any existing buildings, structures, fixtures, utilities, and improvements; clearing and grading; and including without limitation installation, repair, construction, reconstruction, or relocation of public streets, public utilities, and other public improvements within or outside the proposed development within CRA-1 which are essential to the preparation of the area for use in accordance with an economic development plan. Certification by the city engineer shall be required as to the essentiality for preparation.
- (4) Costs of renovation, rehabilitation, relocation, repair, or remodeling of any existing buildings, improvements, and fixtures within CRA-1 and a specific plan for redevelopment, specifically approved by the City Council or the mayor or his designee and the subject of which is contained in a cooperative endeavor agreement certified by the city attorney and finance director of the City as Section 5-04 compliant with the *Alexandria City Charter* and La.Const. art. VII, § 14.
- (5) Costs of construction within or about an approved plan in CRA-1 of public improvements, specifically approved by the City Council or the mayor or his designee and the subject of which is contained in a cooperative endeavor agreement certified by the city attorney and finance director of the City as Section 5-04 compliant with the *Alexandria City Charter* and La.Const. art. VII, § 14, including but not limited to buildings, structures, works, utilities, or fixtures.