

RIVIERA BEACH
Community Redevelopment Agency
Marina Village Phase 2 Revision #1

RFP: CRA-2018-01

MASTER DEVELOPER RFP: SELECTION COMMITTEE
EVALUATION, SCORING AND RECOMMENDATIONS



October 31, 2018

Submitted To:

Scott Evans, CRA Interim Executive Director

Independent Review and Evaluation By:

Marina Village Phase 2: RFP Selection Committee

Committee Facilitation and Report Preparation By:

Dana A. Nottingham, National Dev. Advisor & Facilitator

BACKGROUND

The five (5) person SELECTION COMMITTEE met to evaluate each responsive and responsible Proposal pursuant to the RFP evaluation criteria and subsequently ranked the submittals in accordance with their final scoring. The Committee's Recommendation listed the proposals in ranked order and was forwarded to the CRA's Interim Executive Director, who will make a final recommendation to the CRA Board of Directors.

The FACILITATOR gathered comments from the TECHNICAL REVIEW COMMITTEE; prepared a comparative review of the proposals; and guided group discussions to help the SELECTION COMMITTEE Members collectively and independently assess the advantages and disadvantages of each proposal. The CRA's ATTORNEY monitored the two-day work session to assure compliance with the Agency's required procurement policies. (Revision #1).

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Marina Village Phase II RFP

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Executive Summary

Proposals

The CRA received and accepted two proposals from:

1. West Palm Beach-based Tezral Partners, LLC
2. Atlanta-based APP-Solutions, LLC

Proposers

Tezral Partners is a partnership between Tony Brown Consulting Group and All Site Construction. TBCG and All Site have been in business for 12 and 17 years, respectively. The Tezral development team is 100% minority owned, local, and is a start-up enterprise formed for this specific purpose. Tezral is joined by its Montreal-based retail, place-making, and implementation advisor Live Work Learn and Play, (LWLP,) which has extensive international real estate advisory and development experience envisioning, planning, and implementing large-scale projects. Tony Brown, TBCG, All Site and LWLP have specific experience advancing the initial master planning and Phase I public development that began in 2012.

APD Solutions Real Estate Group is a wholly-owned subsidiary of Urban Retail Properties, (leasing group based in Boca Raton, FL,) joined by its local development partner New Synergy Ventures, which is a certified MBE firm. APD and Urban Retail have been in business for 9 and 40 years respectively. Urban Retail currently manages 50 retail properties in 19 states representing approximately 20 million square feet, including six Urban Retail-owned assets totaling 1.85 million square feet. Urban Retail is a vertically integrated company with in-house, cross-functional capabilities and specialized departments.

Teaming

Generally speaking, both teams assembled a development and technical team with the collection of experience, local participation, and Florida-based firms required to develop a mixed-use destination consistent with the RFP requirements.

Process

The proposals were initially reviewed by the CRA's Technical Review Committee (Dana A. Nottingham, Robert B. Banting, and Paul Skyers). Based upon an independent and collective review of the proposals, questions were formulated and forwarded to each Proposer. Subsequently, the Proposers responded to the CRA in writing. The Proposers' RFP submissions and responses to questions were forwarded to the five (5) person Selection Committee, which engaged in a collective review, independent evaluation, scoring, and ranking of each proposal.

Recommendation

Based on this analysis, 4 out of 5 Selection Committee members ranked APD Solutions Real Estate Group as the Top-Qualified Proposer. Of the six RFP evaluation criteria categories (i.e., 1. leadership, 2. experience, 3. approach, 4. local participation, 5. development plan, and 6. financial capability), the APD Solutions proposal received the highest scores in three critical areas: **financial capability; experience; and development plan.**

Request for Proposal **Marina Village**

RFP Requirements

- A. Cover Page
- B. Table of Contents
- C. Background & Leadership
- D. Project Experience
- E. Teaming
- F. Developer Approach
- G. Financial Capability
- H. References
- I. Litigation
- J. Bankruptcy
- K. Marketing Strategy
- L. Additional Considerations
- M. Standard Forms

Evaluation Process

- | | | |
|----|----------------------------|-------------------------|
| A. | RFP Issued | Feb. 2, 2018 |
| B. | Optional Site Tour | March 5, 2018 |
| C. | Mandatory Conference | April 16, 2018 |
| D. | Request for Clarification | April 20, 2018 |
| E. | RFP Submission Deadline | May 11, 2018 (original) |
| F. | RFP Submission Deadline | July 9, 2017 (amended) |
| G. | Technical Review Committee | Aug. 27, 2018 |
| H. | Selection Committee | October 17 & 19 |

Evaluation Criteria

- | | | |
|----|--|-----|
| A. | Leadership | 15% |
| B. | Experience | 15% |
| C. | Approach & Fulfillment of CRA Goals | 15% |
| D. | Local Participation & Measurable Success | 20% |
| E. | Development Plan Submissions | 30% |
| F. | Financial Capability & Feasibility | 15% |

Total **100%**

Request for Proposal
(cont'd)

RFP Scoring Criteria

A.	Leadership	15%
	<ul style="list-style-type: none"> • Principal with industry, executive and public/private experience • Team leader with specific project type experience • Business model, structure & systems to deliver predictable results • Culture/standards inspire and guide talent and performance 	
B.	Experience	15%
	<ul style="list-style-type: none"> • Replicated business and place-making success • Demonstrated client, market and customer-focused culture/mindset • Strong leaders, managers and teams to harness firm's overall talent • Expedited team approach and thoughtful public/private strategies • Embrace building trust and relationships to elevate performance • Creating urban waterfront destinations • Mixed use projects with retail, restaurants and hotels • Leading and structuring workable public/private partnerships • Negotiating reasonable "win-win" deals that balance risk/reward • Addressing local stakeholder, small business and workforce goals 	
C.	Approach & Fulfillment of CRA Goal	15%
	<ul style="list-style-type: none"> • Designated team leader with experience and authority • Team norms that instill clarity, focus and accountability • Team structure to drive performance across multiple disciplines • Outcomes-focused management and reporting system to measure progress • Action plan incorporates public sector critical path and decision points • Quality of response to CRA goals • Feasibility of approach and design to accomplish CRA goals 	
D.	Local Participation	20%
	<ul style="list-style-type: none"> • Embrace aspiration of local equity participation • Development team with local participation • Business contracting that prioritizes qualified local W/MBE businesses • Applies innovation to respond to local conditions and bridge gaps • Provision of local workforce outreach and training programs • Workable public/private partnerships that yielded targeted outcomes • Projects generate sustainable profits and tax revenues • New investment that catalyzes broader re-investment • Attract operators with products, services and experiences customers crave • Projects are locally relevant, regionally appealing and locally authentic • Compliance with financial capability requirements 	

Request for Proposal
(cont'd)

RFP Scoring Criteria

E.	Development Plan Submission	30%
	<ul style="list-style-type: none">• Physical master development plan concepts (Scenario #1, #2)• Land deal proposals (Scenario #1, #2)• Development budget and schedule (Scenario #1, #2)• Public/private partnership matrix (Scenario #1, #2)• Integrated CBA and execution strategy• Shared parking strategy to meet phased development requirements	
F.	Financial Capability and Feasibility	15%
	<ul style="list-style-type: none">• Validate commitment, source and amount of required equity and debt• Adequacy of long-term financing strategy to execute phased development• Reasonableness of estimated development budgets and other estimates provided• Demonstrated understanding of financing challenges and opportunities• Extent to which the project will require public financing assistance• Feasibility of financing plans and schedules	
	Total	100%

Continued...

Proposers

TEZRAL PARTNERS, LLC

(start-up venture for sole purpose of developing Marina Village)

1. **Firm Name:** Tezral Partners, LLC
2. **Office Address:** Tezral Partners, 2915 E. Tamarind Ave., West Palm Beach, FL 33407
3. **Incorporation State:** Florida
4. **Name of Officers and Principals:**
 - Tony T. Brown, Tezral Partner and Managing Member (Tony Brown Consulting Group)
 - Ezra Saffold, Tezral Partner (All-Sites Construction)
5. **Legal Status and Years of Continuous Operation:**
 - Tezral Partners, LLC (start-up business for this purpose)
 - Tony Brown Consulting Group, LLC – twelve (12) years
 - All-Sites Construction, LLC – seventeen (17) years
6. **Authorized Representative:**
 - Primary Point of Contact: 513.276-8516 (Mobile)
 - Tony T. Brown 904.407-3591 (Phone)
 - Tezral Partners, LLC Tbrown@tbconsultinggrp.com
 - 2915 E. Tamarind Avenue
 - West Palm Beach

APD Solutions Real Estate Group, LLC

(wholly-owned subsidiary of parent company Urban Retail Properties)

1. **Firm Name:** APD Solutions Real Estate Group (REG), LLC; Urban Retail Properties, LLC (parent company); and New Synergy Ventures, LLC (local development partner)
2. **Office Address:** APD (REG), 201 17th St., Atlanta, Ga. 30363; and Urban Retail, 925 S. Federal Highway, Boca Raton, FL 33432
3. **Incorporation State:** Georgia and Delaware (APD – REG)
4. **Name of Officers and Principals:**
 - Vaughn D. Irons, Chief Executive Officer, APD Solutions-REG
 - Craig Delasin, Chief Executive Officer of Urban Retail
 - Arnold Broussard, Managing Member, New Synergy Ventures
5. **Legal Status and Years of Continuous Operation:**
 - APD Solutions-REG: LLC – nine (9) years (Prime Developer)
 - Urban Retail Properties: LLC – over forty (40) years (Parent Developer)
 - New Synergy Ventures: LLC – two (2) years (Local Dev. Partner)

- 6. Authorized Representative:**
- Primary Point of Contract:
 - Vaughn D. Irons, CEO
201 17th St. NW, Suite 3000
Atlanta, GA 30363

678.961-4271
vions@apdsolutions.com

Proposals

Tezral Partners, LLC



APD Solutions, LLC



Technical Review Committee

1. Dana A. Nottingham, National Development Advisor

- Former executive: The Rouse Company
- Former executive: Disney Dev. Company
- Former executive: Miami Downtown Dev. Authority
- Development executive; and Independent consultant on major public/private projects in eight (8) urban markets
- Founder, Lead Lift Soar Leadership Dev. Series

2. Robert B. Banting, MAI

- Anderson and Carr Inc.
- President and sole shareholder
- Licensed real estate appraiser and broker
- Anderson & Carr services
 - Appraisal
 - Brokerage
 - Consulting
 - Development

3. Paul Skyers, Economic Development Consultant

- Economic development analyst and strategist
- Business plan analyst and strategist
- Public/private partnership specialist
- South Florida and Riviera Beach experience

Selection Committee

- **Willie Horton**, Executive Director, Riviera Beach Utility District
- **Jeff Gagnon**, Acting Director, City of Riviera Beach Dev. Services
- **Pierre Rodriguez**, VP / Banking Center Manager, Comerica Bank
- **Randy Sherman**, Director of Finance, City of Riviera Beach
- **Andre Lewis**, Project Manager RB Community Redev. Agency

Selection Committee Process

Technical Review Committee

The Technical Review Committee initially reviewed the proposals. Based on the Committee's review and feedback, questions were formulated and forwarded to both Proposers. Both Proposers responded and the RFP submissions, comparative summaries of both proposals, and responses to the questions were forwarded to the Selection Committee members.

Selection Committee

The five (5) person Selection Committee met on October 17th and 19th, 2018.

Day One

On Day 1, the evaluation process was kicked off with a review of the RFP solicitation package, review process, and evaluation criteria. This was followed by a detailed (section-by-section) comparative review of both proposals. The presentation and dialogue were followed by detailed group discussions about the qualifications, experience, demonstrated results, strengths, and advantages of each proposal. Day 1 concluded with a clear mandate of what was expected to finalize the independent and collective analysis, scoring, ranking and Board recommendation pursuant to the RFP selection criteria.

Day Two

On Day 2, the Selection Committee re-convened. The work session started with a re-statement of the mandate to accomplish the following:

- Discuss relevant feedback and questions based on further proposal review
- Complete an independent evaluation, scoring and ranking of both proposals
- Formally adopt as a group the Top-Qualified Proposer based on the evaluation outcomes
- Summarize as a group the final recommendation including the strengths of the winning proposal

Selection Committee Outcomes

Scoring Method

Based on input and group discussions, each Selection Committee Member independently completed the evaluation and scoring of each proposal based on the specific RFP criteria. After all “evaluation scoring sheets” were completed and tabulated, the Facilitator read the bottom-line results for each proposal.

Based on the scoring summarized below, **APD Solutions** was the highest ranked proposal for 4 out of 5 Selection Committee Members.

Scoring & Ranking Outcomes

	<u>APD Total Scores*</u>	<u>Tezral Total Scores*</u>	<u>Top Qualified Proposer</u>
•	78	80	Tezral
•	88	84	APD
•	89	78	APD
•	81	61	APD
•	85	79	APD

* Total scores by Steering Committee Member

Scoring Difference

In general, when you compare all the Selection Committee “evaluation scoring sheets” by category, the greatest scoring difference occurred in the following areas:

- Financial Capability
- Experience
- Development Plan

Selection Committee Recommendation

Recommendation

Based on the Selection Committee's evaluation, scoring and rankings, the group recommended **APD Solutions Real Estate Group** as the Top-Qualified Proposer. The section below summarizes the key strengths and rationale for the Selection Committee's recommendation to the CRA Interim Executive Director.

APD Proposal Strengths

- **Leadership:**
 - The proposal represents that APD's project management team will be augmented by its parent company's executive and management capacity including its leasing team headquartered in Boca Raton FL and regional offices nationwide
- **Experience:**
 - APD's parent company is a vertically integrated company providing in-house expertise in the areas of management, marketing, leasing, and development, which can be tailored to the needs of projects in varied markets
- **Approach:**
 - District-wide cross-utilization, cross-programming, cross-marketing, and cross-management was an organizing principle of the conceptual plan and business approach

 - The proposal represents a strong intention to advance "centralized management" and tightly coordinated oversight (i.e., Event Center, district services, public programming) in order to enhance: the guest experience; customer service; operating efficiencies; profitability; and the perception of safety, which is a "real world" consideration when trying to attract customers from a broader trade area
- **Local Participation:**
 - APD's leader, team and local development partner have experience working in the public/private arena; and are familiar with the challenges/opportunities of economic inclusion, publicly-assisted financing programs, and developing workforce housing
- **Financial Capability:**
 - The financial information provided shed light on APD/Urban Retail's potential financial strengths, that will be examined in greater detail if the proposal is approved
 - APD, Urban Retail, and its Florida-based leasing hub have a strong financial and brand incentive to succeed in Florida sub-markets

Selection Committee Recommendation

APD Proposal Strengths

Development Plan

- Concept plan represents a strong intention to leverage APD/Urban Retail's retail industry standing and relationships, to recruit potential anchor recreational, retail and entertainment uses that could enhance the project's "attraction-appeal"

General Comments

Other Considerations

- The opportunity exists to refine the conceptual plan; as well as the size and positioning of anchor uses (i.e., hotel, garage) as the partnership, negotiations, and planning evolves
- Opportunities to cross-utilize, cross-program, cross-market and cross-manage the Event Center, proposed hotel and public programming are essential to make the project a stronger regional destination
- The Committee noted the importance of having as many reasons for people to come, stay long, spend, and return to maximize value creation, tax revenues, and sustain project viability
- Large-scale start-up restaurant and retail-driven destinations in a competitive marketplace often require an infusion of unexpected capital and/or financial concessions to ramp-up, stabilize and sustain the financial performance required to overcome start-up risks and achieve market/program fit
- Both proposals emphasized that the conceptual development plan would be subject to market research validation prior to structuring a phased development strategy - including a shared parking solution – linked to feasibility and financing realities
- Both proposals emphasized that the approach must prioritize minority and local participation at all levels (i.e., equity, W/MBE, workforce, and youth)
- Both proposals emphasized that housing opportunities would be targeted to serve workforce families and benefit other underserved working households
- While the proposed Ferris Wheel in the APD conceptual plan is a preliminary idea requiring market research and planning validation, local research indicates that the attraction has a historical frame of reference. In the 1960's, a shopping center owner along U.S.1 built a 230-foot observation tower that was torn down when the elevated roadway was constructed. The "marketing hook" was promoted as "Florida's tallest observation tower and was a favorite spot for locals, their guests, and tourists (see Bazaar International Tylon Tower torn down in 1998)