



Exhibit C

Scope of Services

The JHA intends to select the Development Partner(s) to participate in development activities over the upcoming years for one or more multi-family public/affordable housing projects funded by various funding sources. The developments will be located in the City of Jacksonville, FL. Subject to requisite HUD approvals, communities will be constructed, acquired, or rehabilitated of sites proposed by the Offeror. The JHA anticipates providing some investments to the proposed development(s) for either acquisition or construction on an as needed basis. The JHA funds may include a combination of Capital Funds, CDBG-DR, or other funds made available to the JHA.

The Scope of Services consists of the following, which is not intended to be all inclusive. Consequently, a further review of the project(s) with the Successful Offeror(s) may lead to alterations in the Scope of Services.

At a minimum, the Development partner is expected to:

1. Demolish buildings and or housing communities as needed. Undertake pre-development activities.
2. Implement a process to execute the development or rehabilitation of various housing communities as needed. Develop a construction strategy and a development implementation schedule. Oversee the design, construction, and quality control of the development.
3. Refine and develop Site Plans; prepare a final Site Plan supported by a market study analysis; and obtain required zoning and development approvals from the City of Jacksonville and other required jurisdictional entities.
4. Develop a project budget. Identify and quantify all development costs based on information provided by JHA, and an independent analysis by the Development Partner. All cost estimates will be the sole and exclusive responsibility of the selected Development Partner.
5. Develop a financing plan, development plan, and construction schedule as needed; determine the probability and extent of any gap funding and the total development cost; identify and justify the amount of JHA resources that may be needed for the proposed project; identify and secure other public and/or private funding sources to close any funding gap; assemble financing packages; prepare and submit a FHFC LIHTC application; conduct all necessary negotiations with funding source providers; and provide all reasonable and necessary financial guaranties and assurances. Expand and update the budgets throughout the development process.
6. Obtain commitments from grantors, lenders and tax credit investors for financing the project. Commitments to be on forms and with parties reasonably acceptable to JHA.
7. Based upon the approved development plan, prepare schematic designs and drawings, preliminary designs and drawings, and construction drawings and specifications. Submit schematic drawings, preliminary drawings and construction documents for the entire project or the phase, including public improvements, to JHA for review and approval; obtain required building permits.



8. Identify public improvements to be funded. Develop construction drawings and specifications for these improvements with the City of Jacksonville. Execute a separate contract with JHA, or the ownership entity, for construction of such improvements, as required.
9. Coordinate all development activities, including reporting and budgeting requirements with JHA and assist JHA as necessary with respect to all aspects of the project. Provide monthly reports to the JHA on the progress of the development efforts, including work already completed, the associated costs, schedule, and budgetary requirements.
10. Assist JHA in preparation and submission of all required funder materials.
11. Ensure significant participation by M/WBE and Section 3 firms throughout the development insuring that the M/WBE and Section 3 requirements set forth are satisfied.
12. Bid and award construction contracts; cause and oversee construction in accordance with all applicable agreements and legal requirements, including all applicable HUD and Low- Income Housing Tax Credit deadlines; supervise construction work to ensure quality of workmanship, timely completion of work, and consistency with budget; and ensure that all required occupancy permits and any other approvals are obtained after construction completion to permit lease-up, safe and habitable occupancy.
13. Supervise other consultants and/or service providers in all tasks necessary to successfully implement the development plan.
14. Ensure compliance with all applicable federal, state and local rules and regulations. Provide all required operating and financing guarantees to the JHA and other lending institutions.
15. Implement a marketing strategy, or work with the JHA and their marketing consultant (if applicable), to undertake all marketing and lease up efforts.
16. Work with JHA and its legal team to create an ownership structure for the development which may include an affiliate of JHA as a general partner.
17. Deliver units consistent with LIHTC and HUD guidelines as applicable.
18. Other tasks as necessary and as requested by JHA.
19. Apply for public and private resources needed to complete the project.
20. Coordinate all work and documentation with the JHA Real Estate Investment and Development Department.
21. Provide documentation/reports that include the basis, source and methodology for arriving at estimates, projections and assumptions.
22. Meet with JHA's Real Estate Investment and Development Department, and other federal, state, and local agencies, as may be necessary.
23. Represent JHA without conflicts of interest on business transactions.
24. Be responsible for pre-development expenses. If the deal is not consummated, costs incurred will not be reimbursed by JHA or any JHA affiliates.
25. Complete written documentation of materials in a manner suitable for use by JHA, the JHA's Board of Commissioners, HUD, and other agencies.
26. Meet with JHA, HUD, the Community, and other state and local officials as may be necessary.
27. Coordinate all services with other parties as deemed necessary by JHA.
28. Provide the basis, source, and methodology for arriving at conclusions in all materials and reports.
29. Provide adequate competent supervision at all times during the performance of the contract. A qualified Project Manager shall be designated in writing to JHA prior to executing the contract.



- The Project Manager or his designee must be readily available to meet with the JHA personnel. JHA shall be provided with the telephone number(s) where the Project Manager can be reached.
30. The Jacksonville Housing Authority reserves the right to delete or add items of work, or other work requirements at any stage of the contract.