



JHC-2020-4
Request for Proposals

Legal Services

Issue Date: July 8, 2020

Jackson Housing Commission
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Jackson, MI 49201
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Jackson Housing Commission

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Part I. Solicitation Information

A. Description of Services

Jackson Housing Commission (JHC) is a municipal agency created under the laws of the State of Michigan. Its mission is to provide decent, safe, and sanitary housing for low-income families. (JHC) receives funding from the U.S. Department of Housing and Urban Development (HUD) for the operation and modernization of low-income public housing owned by the Housing Authority.

JHC desires Legal Services for the following:

- General Counsel, including Procurement
- Real Estate Development and Financing, including LIHTC and Bonds and HUD RAD (Rental Assistance Demonstration) Program
- Labor Counsel
- Fraud and Litigation
- Other

B. Important Due Dates/ Locations/ Time

Schedule	
Event	Date
RFP Publication	July 9, 2020 at 9:00am EST
RFP Published Locations	<ol style="list-style-type: none"> 1. Housing Agency Marketplace- ha.internationalprocurement.com 2. Public Housing Agency Director Association- phada.org 3. JacksonHousing-MI.org
Pre-Proposal Conference	None
Questions Due	July 20, 2020 at 12:00PM, EST
Proposals Submittal Deadline	Aug 5, 2020 at 4:00PM, EST

All questions concerning this RFP must be submitted in writing no later than July 20, 2020 at 12:00 p.m. EST . All questions must be submitted through Housing Agency Marketplace- ha.internationalprocurement.com.

Once the question period has ended, all responses to questions will be posted as an addendum on Housing Agency Marketplace- ha.internationalprocurement.com. All Addenda’s must be acknowledged with a signature and timely submitted as part of this solicitation. Proposals may be rejected if the addendum is not timely submitted as stated.

C. Preparation of Submission:

Electronic Submission: Submit electronically via email a PDF file containing the entire proposal. Table of contents indexed and text recognition (OCR) active with the entire file searchable and indexed. The proposal should be uploaded to Housing Agency Marketplace - ha.internationalprocurement.com.

The Cover of the proposal should have the following information:

- Company Name
- Company Address
- RFP/ Solicitation Number and Name
- Date and time Proposal are due

Caution: Late Proposal submission will be handled in accordance with the provisions contained in HUD Form HUD 5369-B Titled “LATE SUBMISSIONS, MODIFICATIONS, AND WITHDRAWALS OF OFFERS”.

Part II. Reservation of Rights

1. JHC reserves the right to reject any or all bids/proposals to waive informalities in the bidding/proposal process, and to terminate the bidding process at any time, if deemed to be in the best interest of the JHC.
2. The JHC reserves the right to terminate any contract awarded pursuant to this bid/RFP process, at any time for the convenience of the JHC upon five (5) days written notice to the successful bidder/responder.
3. The JHC reserves the right to determine the days, hours and locations that the successful bidder/responder shall provide the services detailed by this bid/RFP process.
4. The JHC reserves the right to hold all bids/proposals without award and not permit withdrawal of said bids/proposals for a period of sixty (60) days from the bid/ proposal opening date.
5. The JHC reserves the right to negotiate the proposed bid/proposal prices with the three (3) lowest, most responsible bidders/responders.
6. The JHC reserves the right to issue multiple contracts as a result of this offering.
7. The JHC reserves the right to reject any bid or proposal that it deems to be non-responsive or the bid/proposal from any bidder/response deemed to be non-responsive.
8. The JHC shall not be under any obligation to compensate any bidder/responder for any cost incurred in responding to this bid/RFP document.

Part III. Contract Conditions

Upon completion of the Proposal Evaluation Process, the JHC evaluation panel will forward its conclusions and recommendation to the JHC Executive Director. The Executive Director will submit the panel’s conclusion and recommendation for approval of award, if required by the JHC Procurement Policy, to the JHC Board of the Commissioners at a regularly scheduled or special Board meeting. If the recommendation is approved, the successful firm will receive a Notice of Award

The following provisions are required in all contracts issued by the Jackson Housing Commission

a. Assignment of Personnel:

The JHC retains the rights to demand replacement or renewal of any personnel assigned to this project if the JHC believes that such a change would be in the best interest of the JHC and the successful completion of the contracted work.

b. Contract Period

The performance period of this Contract shall be twenty-four (24) months, starting from the date of the JHC’s Notice to Proceed and may be extended for an additional three (3) periods of twelve (12) months each for a total of sixty (60) months, based on satisfactory performance and mutual consent.

c. Contract Service Standards

All work performed pursuant to this “Request for Proposal” or any subsequent Contract shall conform and comply with all applicable local, state and federal laws and regulations. The Contractor will be paid upon completion of the contract and satisfaction of all contract and deliverable requirements contain in Section V of this RFP.

d. Non-Discrimination Clause

A contract for work under this RFP will obligate the Contractor not to discriminate in employment practices. JHC encourages minority owned businesses to participate.

Bill/ Payment

The firm shall submit an invoice to the JHC for work completed. The firm shall include his or her Company Name, address, and telephone number; an invoice number referencing this Contract, and the detailed itemized statement of services provided. The JHC shall pay all invoices net thirty (30) days.

Part IV. Index of Documents

The INDEX OF DOCUMENTS shown below is provided to assist all Offerors in correctly preparing and submitting a responsive RFP to JHC in accordance with the requirements of the above RFP. The Index contains a listing of all documents and those that are required submittal items.

Please review this index and submit all documents that are checked “**REQUIRED SUBMITTAL**” with your proposal. Documents that are checked “**SIGNATURE REQUIRED**” must be properly executed. Documents that are checked “**NOTARY/CORPORATE SEAL REQUIRED**” must be notarized and/or have the Bidder’s corporate seal affixed.

DOCUMENT	REQUIRED SUBMITTAL	SIGNATURE REQUIRED	NOTARY /CORPORATE SEAL REQUIRED	FOR YOUR REVIEW
Documents as outline in Part V. Submission Requirements	X	X (Letter of Interest)		
Acknowledgements, Certifications and Required Documents as listed below:				
<i>Cost Proposal Sheet- Attached</i>	X			
<i>JHC Firm Profile - Attached</i>				
<i>HUD FORM (HUD-5369-B) Instructions to Offerors- Non-Construction- JHC Website</i>				X
<i>HUD 5369-C Certifications and Representations of Offers- Non-Construction- JHC Website</i>	X			
<i>HUD 5370 C- HUD General Conditions- Non-Construction Section I and II- JHC Website</i>				X
<i>Section 3 Compliance- JHC Website</i>	X	X		
<i>Bidders Statement- JHC Website</i>	X	X		
<i>Reference and past performance form- Attached</i>	X			
<i>Acknowledgement of addenda form- Attached</i>	X	X		

Part V. Scope of Services

Bidders should demonstrate extensive experience in the following areas:

- i. working and building relationships with the State of Michigan and City of Jackson Government officials at the executive and legislative branch agencies, Federal government experience, including relationships with HUD officials
- ii. providing solutions to overcome market, legislative and regulatory obstacles
- iii. identifying innovative or underutilized government funding sources for Jackson Housing Commission projects
- iv. securing appropriated funds or grants for municipal projects.

Bidders should clearly demonstrate familiarity with both federal and local legislative and regulatory processes that impact JHC functions and whose outcomes govern JHC activities.

A. GENERAL COUNSEL, including PROCUREMENT

Serve as outside legal counsel for JHC in court proceedings and appear for and represent JHC as general counsel in any litigation as either plaintiff or defendant counsel, as the case may apply. Render legal advice on all actions and claims by and against JHC.

Advise and monitor Freedom of Information Act requests to be sure timely response has occurred and to ensure documents are accurately redacted.

Advise and inform Executive Management and the Board of Commissioners on matters pertaining to legal rights, obligations, regulations and laws, existing, new, or pending, which would have an effect or impact upon the operations and policies and procedures of JHC Review decisions and other legal documents for compliance with applicable laws and, regulations, and give legal consultation and guidance in connection with the management of JHC's business.

Attend meetings of JHC's Board of Commissioners, when requested. These meetings will consist of regularly scheduled monthly Board meetings as well as special meetings, as required. Advise and provide guidance in the drafting of resolutions and any legal matters related to the conduct of Board of Commissioners meetings.

If requested, in conjunction with JHC's designated staff perform a review of JHC's policies, procedures, practices, contracts, procurement policies and procedures to ensure compliance with all applicable federal, state, and local laws and regulations.

Review select bid processes and professional service agreements for compliance with JHC's policy and applicable federal, state, and local laws and regulations. Execute approval of procurements utilizing standard Opinion of Counsel documentation as required by federal and state agencies. Provide various responses to procurement matters as requested by JHC. Advise and represent JHC on disputes arising from its contracts and procurement processes.

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Have extensive knowledge of U.S. Department of Housing and Urban Development (HUD) policies and directives to provide guidance and oversight to JHC's overall operational policies and procedures.

Review claims made against JHC and coordinate with liability insurers for which liability insurance is claimed to be available. Advise and represent JHC on any uninsured liability claims made against the Authority.

Respond to Fair Housing complaints or issues.

Respond to Civil Rights and Privacy Act inquiries or issues.

Advise and represent JHC on any other matters as may be requested by JHC.

B. REAL ESTATE DEVELOPMENT and FINANCING, including HUD RAD PROGRAM

The respondent must be able to provide real estate services as JHC counsel related to the broad range of real estate development, financing, and other matters relevant to JHC, including but not limited to:

Legal services involving the negotiation, preparation and review of all contracts, agreements, evidentiaries, opinions, documents, and other writings necessary to implement development-related work.

Draft and/or review organizational documents as required for the formation of any subsidiary or entity to for example, act as ownership, development, or lending entity, relative to development projects. Any new organizations that may be created are to be considered covered for services under the Scope of Services for this procurement for Legal Services.

Identify regulatory, statutory, and other legal concerns or issues that must be addressed with regard to the development projects and all real estate related activities.

Advise and prepare necessary legal documents, related to real estate transactions, including but not limited to Low-Income Housing Tax Credits (LIHTC), Rental Assistance Demonstration Program (RAD), and tax-exempt bond funding.

Assist with real estate acquisition and real estate disposition matters involving public and private real estate opportunities and other property related issues, i.e. Title clearance, environmental mitigation, et al.

Assist in the preparation of documents related to Rental Assistance Demonstration (RAD) conversions including but not limited to the RAD Use Agreements and RAD riders to applicable documents.

If applicable, Advise and represent JHC on matters related to the execution of an Energy Services Contract (ESCO).

Advise and represent JHC on all other legal matters necessary for real estate development activities as may be requested by JHC and/or designated representatives.

Excerpted From: HUD.GOV/RAD

RAD was created in order to give public housing authorities (PHAs) a powerful tool to preserve and improve public housing properties and address the \$26 billion dollar nationwide backlog of deferred maintenance.

Five Things You Should Know About Public Housing Conversions

1. RAD allows public housing agencies to **leverage public and private debt and equity in order to reinvest in the public housing stock**. This is critical given the backlog of public housing capital needs - estimated at over \$35 billion **nationwide**.
2. In RAD, units move to a Section 8 platform with a long-term contract that, by law, must be renewed in perpetuity. A Use Agreement is also recorded under RAD further enforcing HUD's long-term interest. **This ensures that the units remain permanently affordable to low-income households.**
3. Residents benefit from a right of return, a prohibition against re-screening, and robust notification and relocation rights. Residents continue to pay 30% of their adjusted income towards the rent, **maintain the same basic rights** as they possess in the public housing program, and gain a new option to request tenant-based assistance if they wish to subsequently move from the property.
4. RAD **maintains the ongoing public stewardship** of the converted property through clear rules requiring ongoing ownership or control by a public or non-profit entity.
5. RAD is highly cost-effective, **relying on shifting existing levels of public housing funds to the Section 8 accounts** as properties convert.

Please see HUD.GOV/RAD for more information.

C. LABOR COUNSEL

The respondent must be able to provide legal services as (JHC) Labor Counsel related to the broad range of Human Resource and Labor Relations matters relevant to our agency, including but not limited to: Advise and represent JHC in all court negotiations, court proceedings, hearings, meetings, disputes, and other legal matters related to JHC's labor and employment policies, procedures, and actions.

Advise and consult JHC's designated management team on all negotiations and contracts related to JHC's collective bargaining agreements and employment issues related to JHC's unions and employees.

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Perform all employment related investigation, draft findings, and opinions.

If requested, in conjunction with JHC's designated staff review and advise JHC in the development and review of its employment policies, procedures, and actions.

In conjunction with designated JHC's staff provide guidance for all labor matters related to union negotiations and contract compliance. Represent JHC in Union Collective Bargaining Actions. Serve as a member of the union negotiation team representing JHC's interests.

If requested, provide training and guidance to designated JHC staff in any matters related to labor and employment law.

Inform JHC's designated staff on a continuing basis of its rights and duties in light of federal, state and local laws and regulation, and court decisions, to ensure compliance.

Advise and represent JHC on any other employment- related matters as may be requested by JHC.

Have knowledge of U.S. Department of Housing and Urban Development (HUD) policies and directives regarding employment and labor law in order to provide guidance and oversight to JHC's overall employment policies and procedures.

D. FRAUD AND LITIGATION

The respondent must be able to provide fraud and litigation services as JHC counsel related to the broad range of Fraud and various litigation matters relevant to our agency, including but not limited to:

- Advise and represent JHC, and prepare necessary documents, related to any fraud events and other related activities.
- Advise and represent JHC, and prepare necessary research, documents, related to any litigation event and other related activities.
- Represent JHC in any court proceedings, prepare staff for depositions.

E. OTHER

Advise and represent JHC on any other matters as may be requested by JHC.

MINIMUM QUALIFICATIONS

Respondent must have the technical and staff capacity to provide legal services to JHC in a timely manner, which may include services provided on-site at JHC's office or other JHC locations or meeting sites as required.

Have extensive knowledge of U.S. Department of Housing and Urban Development (HUD) policies and directives in order to provide guidance and oversight to JHC's overall development needs.

Strong analytical and interpretative skills, as well as verbal and written communication expertise, particularly with regard to housing and urban development matters.

Ability to provide legal services involving housing development and litigation.

All subcontractors must be pre-approved by JHC and have the qualifications as listed below. The firm Personnel and/or Sub-Contracted Personnel by the Law Firm(s) under this contract that are assigned to JHC must meet the following requirements:

i. General Counsel, including Procurement

- ✓ Respondent must be licensed and admitted to the Bar in the State of Michigan and Federal Court, with a minimum of ten (10) years of experience with Public Housing Authorities, Affiliates of Public Housing Authorities and have the technical and staff capacity to provide legal services to JHC in a timely manner.
- ✓ Must have a minimum of ten (10) years of experience with litigation, court proceedings and hearings
- ✓ Firm is in good standing with the Michigan State Bar Association
- ✓ Firm is a member in good standing in jurisdictions in which the firm is licensed to practice
- ✓ Firm is not debarred, suspended, or otherwise prohibited from practice by any federal, state or local agency
- ✓ 10 years-experience with Federal and Michigan Compiled housing laws
- ✓ Five (5) years of experience as a general counsel

ii. Real Estate Development, including HUD RAD Program

- ✓ Respondent must be licensed and admitted to the Bar in the State of Michigan and Federal Courts with a minimum of ten (10) years of demonstrable experience with Public Housing Authorities, Affiliates of Public Housing Authorities and Tax Credit organizations.
- ✓ Extensive experience and knowledge of legal structures: not-for-profits, LLCs, LPs, Foundations, etc is required.
- ✓ Respondent must have minimum of five (5) years of experience representing affiliates of Housing Authorities and other not-for-profits with services similar to the services JHC intends under RAD and a broad and practical knowledge of U.S. Department of Housing and Urban Development (HUD) rules, regulations, requirements, law and related procedures; knowledge of various housing programs of the HUD with particular emphasis on ESCO, RAD, Mixed-finance, and 221d lending.
- ✓ Respondent must have minimum of ten (10) years of experience with State of Michigan funded programs and regulations, including multi-financed redevelopment activities, bond sales, Low

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Income Housing Tax Credit (LIHTC) compliance, New Market Tax Credits, Historic Tax Credits, Private Market loans.

- ✓ Firm is in good standing with the Michigan State Bar Association
- ✓ Firm is a member in good standing in jurisdictions in which the firm is licensed to practice
- ✓ Firm is not debarred, suspended, or otherwise prohibited from practice by any federal, state or local agency

iii. Labor Counsel

- ✓ Respondent must be licensed and admitted to the Bar in the State of Michigan and Federal Court, with a minimum of ten (10) years of Labor / Employment Law experience with Public Housing Authorities, Affiliates of Public Housing Authorities and have the technical and staff capacity to provide legal services to JHC in a timely manner.
- ✓ Respondent must have a minimum of ten (10) years of experience of Municipal, State and Federal Employment practices.
- ✓ Respondent must have a minimum of ten (10) years of experience with Development of Employee Policies and Procedures.
- ✓ Respondent must have the technical and staff capacity to provide legal services to JHC in a timely manner, which may include services provided on-site at JHC's office or other JHC locations or meeting sites as required.
- ✓ Firm is in good standing with the Michigan State Bar Association
- ✓ Firm is a member in good standing in jurisdictions in which the firm is licensed to practice
- ✓ Firm is not debarred, suspended, or otherwise prohibited from practice by any federal, state or local agency

iv. Fraud & Litigation

- ✓ Respondent must be licensed and admitted to the Bar in the State of Michigan and Federal Court, with a minimum of ten (10) years of Fraud investigation and Litigation experience with Public Housing Authorities, Affiliates of Public Housing Authorities and have the technical and staff capacity to provide legal services to JHC in a timely manner.
- ✓ Firm is in good standing with the Michigan State Bar Association
- ✓ Firm is a member in good standing in jurisdictions in which the firm is licensed to practice
- ✓ Firm is not debarred, suspended, or otherwise prohibited from practice by any federal, state or local agency

JHC AUTHORIZED REQUESTOR LIST (Requestors of Services)

The individuals listed below are authorized to request services under this contract/agreement. This list is subject to modification by the Executive Director or designee:

- Executive Director

RECORDS AND PAYMENT HANDLING

The Respondent will retain all records, invoices and other documents relevant to this contract/agreement for twenty years. JHC, Federal or State auditors and any other persons duly authorized by JHC shall have full access to, and the right to examine copy and make use of any and all said materials.

Payment shall be made on a monthly basis at the end of each month for work performed upon proper invoicing and reporting. Upon receipt of the Respondent's Invoice, JHC shall review, approve, and submit said invoice for payment. The Executive Director or assigned staff shall work with the Respondent in clarifying any discrepancies that may exist prior to payment.

Part VI. Submission Requirements

Proposals should be submitted in the following format, with Tabs separating each section:

- 1. Letter of Transmittal.** A transmittal letter signed by the Contractor authorized to submit the proposal and to make commitments on behalf of the company. This letter should state that the Proposal is valid for 120 days from the date of the RFP.
- 2. Table of Contents.** A table of contents shall be provided that lists each section of the proposal as required by Part IV of this RFP.
- 3. Executive Summary.** Give a brief description of the firm, any subcontractor relationships if applicable and the understanding of the scope of work. This should be no more than 2 pages.
- 4. Qualifications.** A description of the firm's qualifications to perform the Legal Services noted in Part V- Scope of Services. Documentation that your firm is properly insured and licensed to practice in the State of Michigan. Documentation that your firm is in good standing with the Michigan State Bar Association. Certify that your firm is a member in good standing in jurisdictions in which the firm is licensed to practice. Firm staff data and location of principal office and branch(es);
- 5. Experience.** Provide a list of the organizations for which the Contractor has performed relevant work, going back no more than 5 years. Particular emphasis should be on contracts with similar services for governmental organizations, public housing agencies, not-for-profits and other affordable housing and/or social service providers. Reference work performed in the City of Jackson.

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- 6. Staffing.** Provide a list of staff members who will work on this contract, including principals and staff-level personnel, along with qualifications of each.
- 7. Approach/Work Plan.** Provide information identifying how the firm plans to undertake the activities under the Scope of Services provided in Part V, and the proposed timeline.
- 8. References.** Provide a list of clients, including the organization name, contact person, telephone number, and address as well as brief descriptions of the scope of work. (No fewer than three references and no more than five).
- 9. HUD/JHC Forms.** See Part IV for list of HUD and JHC Forms to be included with the Proposal.
- 10. Other.** Any other information the Contractor or JHC deems relevant and would like JHC to consider.

Fees. Provide fees separately from the proposal. Show each staff member/position and hourly rates (fully loaded). The fee structure shall include all clerical, paralegal, and professional services to be rendered, Also show material and other costs, including travel, general, administrative, overhead, and profit for providing the services covered by this RFP.

Part VII. Evaluation Criteria And Selection Procedures

Basis for award. The contract will be awarded to the firm whose proposal is determined by JHC to be the most advantageous to the Authority, with price and other technical factors considered.

Technical factors include:

1. Experience. Firm’s experience in performing the noted Legal Services in the Scope of Services
2. Qualifications. The qualifications of the firm, principals and staff performing work.
3. Approach/Work Plan. Firms must identify how they plan to undertake the activities under the Scope of Services provided in Part V, and the proposed timeline.
4. Section 3 and Small, Minority- and Women-Owned Businesses.
 - Firms must provide documentation regarding their status as either a Section 3 business concern or a small, minority- or woman-owned business concern.
 - Firms must submit separate plans as to how they intend to meet the individual requirements of 24 CFR 135 to provide economic opportunities for low-income persons in the jurisdiction of JHC and 24 CFR 200 for small, minority- and women-owned business enterprises.

Relative weight of technical evaluation factors:

<u>Factors</u>	<u>Points</u>
1. Experience.	30
2. Qualifications.	25
3. Approach/Work Plan.	25
4. Section 3/MBE.	10
5. Fees.	10
Total Points	100

Attachments

JHC Profile of Firm Form

Firm Name _____

Business Address _____

City _____ State _____ Zip Code _____

Federal Tax ID No.: _____

Local Business License No. (if applicable): _____

State of Michigan License Type and No (if applicable): _____

Federal License Type and No (if applicable): _____

Names and Titles of Two Contact Persons:

1. _____ Phone (____) _____

2. _____ Phone (____) _____

Submittal is for: Parent Company Division Subsidiary Branch Office Subcontractor

Type of Firm:

- Corporation
- Partnership
- Sole Ownership
- Joint Venture

Name, Title and Percentage of Ownership of Principals/Partners in Firm (attach a brief resume of each principal/partner)

Name	Title	% of Ownership

Name & Address of Parent Company, if applicable:

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Former Firm Name(s), if applicable:

Please indicate if your firm is a Minority Owned Business Enterprise.

Yes No

If yes, please indicate the appropriate category:

Black Americans Hispanic Americans Native Americans Asian Pacific Americans
 Asian Indian Americans Hasidic Jewish Americans

Please indicate if your firm is a Women Owned Business Enterprise.

Yes No

Insurance

Workers Compensation Insurance Carrier: _____

Policy No.: _____

Expiration Date: _____

General Liability Insurance Carrier: _____

Policy No.: _____

Expiration Date: _____

Professional Liability Insurance Carrier: _____

Policy No.: _____

Expiration Date: _____

Signature: _____

Authorized Signer (Print Name): _____

Date: _____

**Laurie Ingram
Executive Director**

REFERENCE AND PAST PERFORMANCE FORM
(NOTE: Reproduce Additional Sheets As Required)

List previous work/services rendered by your company which are 1) **DIRECTLY** related to the scope of work/services required by JHC, Request for Proposals, Request for Qualifications or Invitation For Bid and 2) equal to or greater than the dollar magnitude applicable to the scope of work/services quoted in your proposal.

**NOTE: A Minimum of three (3) reference sheets is required.
A questionnaire will be emailed to each reference. If a questionnaire is not returned by a reference, the offeror receives a zero (0) score for that reference. Offerors are highly encouraged to work closely with their references to ensure that the questionnaires are returned in a timely manner.**

1. Name of Reference Company for which services were rendered:

2. Location of work (address) where services were performed:

3. Scope of work that was performed:

Year of completion: _____

4. Contact Person: _____

Phone No: _____

Email Address: _____

5. Cost of Project: _____

ACKNOWLEDGEMENT OF ADDENDA FORM

Bidder has received the following Addenda, the receipt of which is hereby acknowledged:

Addendum Number: _____ Date Received: _____

Addendum Number: _____ Date Received: _____

Addendum Number: _____ Date Received: _____

Addendum Number: _____ Date Received: _____

Addendum Number: _____ Date Received: _____

(Company Name)

(Signature)

(Printed or Typed Name)

Fee Schedule

II. General Counsel and Procurement

Staff Person	Role	Rate
		\$
		\$
		\$

Assumptions regarding Services to be Provided:

III. Real Estate Development including RAD – Rates

(Note: To include work related to Contract Reviews/Negotiations for Real Estate Projects under RAD or other significant development activities for Architects, Contractors, Developers, Investors/Banks)

Staff Person	Role	Rate
		\$
		\$

IV. Labor Counsel – Rates

Staff Person	Role	Rate
		\$
		\$

V. Fraud & Litigation – Rates

Staff Person	Role	Rate
		\$
		\$

VI. Other Services – Rates

Staff Person	Role	Rate
		\$
		\$