

**REQUEST FOR QUALIFICATIONS
HOUSING IMPLEMENTATION ENTITY & PEOPLE
IMPLEMENTATION ENTITY
CHOICE NEIGHBORHOODS PROGRAM GRANT
OPPORTUNITY
03/20/2020**



Deadlines

RFQ issue date: March 20, 2020

Pre-Submission Conference: March 26, 2020 at 11:00 am Eastern Standard Time via [Zoom](#)

Deadline to Submit Questions: April 2, 2020 – 5:00 pm Eastern Standard Time

Response to Questions: April 6, 2020 – 5:00 pm Eastern Standard Time

RFQ Deadline: April 17, 2020 – 5:00 pm Eastern Standard Time

Selection of Preferred Candidates: April 21, 2020

Shortlist Interviews: April 22-24, 2020

Final Selection/Recommendation: May 1, 2020

CITY OF DETROIT
HOUSING IMPLEMENTATION ENTITY RFQ
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ATTACHMENTS

Attachment I - Form of Certification of Agreement

Attachment II – Detroit Choice Neighborhood Site Map and Property Ownership Map

Attachment III – Public and Private Investment Map

Attachment IV - Greater Corktown Framework: North Corktown Housing Strategy Maps

Attachment V - City of Detroit’s P&DD Guiding Principles of Design

RESOURCES

[24 CFR Part 905 subpart F](#)

[HUD Cost Controls and Safe Harbor Standards](#)

[Fair Housing Laws & Presidential Executive Orders](#)

[MSHDA-Std. of Design](#)

HUD FORMS: [HUD 5369-B](#), [HUD 5369-C](#), [HUD 5370-C](#), [HUD 2530](#)

1.0 INTRODUCTION

The City of Detroit (“the City”) seeks to engage a development team to participate as the Housing Implementation Entity (HIE), along with a People Implementation Entity (PIE), in an application to the U.S. Department of Housing and Urban Development (“HUD”) for a Choice Neighborhoods Initiative (“CNI”) Implementation Grant to transform publicly- and privately-owned land within the Historic and North Corktown Neighborhood (“Greater Corktown”) and a Project Based Rental Assistance (“PBRA”) development, Clement Kerns Gardens, owned by American Community Developers, Inc. Corktown, the oldest neighborhood in Detroit, is a six minute-drive just west of Downtown Detroit with houses that date to the mid-1800’s.

This neighborhood with considerable public and private investment is realizing an increase in market rate residential, retail, commercial amenities, and other uses which is transforming the neighborhood. The City is committed to continuing the transformation of the Greater Corktown area through economic development and the preservation and creation of affordable units in mixed -income, mixed-tenure developments. The City intends to use the CNI planning process and grant award as one of the means to achieve this goal.

The City is soliciting responses to this Request for Qualifications (“RFQ”) from a development team with broad experience with CNI or HOPE VI, mixed-income, mixed-financed and mixed-use development and with proven experience serving low-income residents impacted by large-scale redevelopment. The development team will consist of both a HIE and PIE, with the PIE managed directly by the HIE. The City may pursue CNI as an option to fund a portion of the Greater Corktown Plan. Should the CNI application not receive an award from the U.S Department of Housing and Urban Development (HUD), the City intends to proceed with the overall transformation plan to create a successful, sustainable neighborhood affordable to all families to live, play and work.

The Greater Corktown plan is aligned with the goals the City seeks to achieve through its Housing and Revitalization Department (“HRD”). HRD works to strengthen public-private development partnerships in order to:

1. Produce mixed-use, mixed-income multifamily housing developments in the City's neighborhoods through both new construction and adaptive reuse of existing structures.
2. Preserve current affordable housing stock in both public and private sector control and thereby reduce loss of existing well-located affordable housing.
3. Develop supportive housing for homeless families, individuals and veterans.
4. Support infrastructure to support housing, entitlement-eligible public improvements, such as open space, landscaped areas and related infrastructure near areas of concentrated housing.
5. Create a reliable pipeline of these projects for future funding rounds.

A brief history of the Site as well as the selection and solicitation process are discussed herein.

1.1 Selection Process

The City is seeking qualified Respondents with the vision, qualifications, capacity, and resources to help thoughtfully continue the transformation of the Greater Corktown area. The City will work with the selected team to negotiate a Certification of Agreement (see Attachment I) that will be approved by City Council. Development plans are not required as a response to

this RFQ. The City endeavors to follow the Timeline detailed in [Section 8](#). In general, the City seeks responses that provide the following:

- Highly qualified development team members;
- Strong track record serving as an HIE or lead developer planning and executing a mixed-financed, mixed– income development plan;
- Highly qualified organization to develop, coordinate, and implement the People Strategy with local service providers;
- Proven ability to work with several stakeholders whose interests and redevelopment objectives may differ;
- Experience working in Detroit and/or Michigan and the ability to obtain Low Income Housing Tax Credit award(s) from the Michigan State Housing Development Authority;
- Proven ability to maximize private sector participation in the financing of complex residential projects; and
- Strong financial capacity to carry forward and complete the components of this program on time and within budget.

The successful Respondent will demonstrate their team’s experience and qualifications to deliver the activities listed above. This team will clearly articulate the innovation and creativity they will use to bring financial, human, and other resources to deliver successful mixed-finance, mixed-income and mixed-use redevelopments of public and HUD-assisted housing sites.

1.2 Request for Qualifications

Respondents shall submit information concerning capacity, qualifications, and experience as outlined in this RFQ. The RFQ responses will be reviewed by a Selection Committee (the “Committee”) in accordance with the evaluation factors set forth in [Section 8](#) of this RFQ. The Committee reserves the right to consult with professional consultants, advisors, and other stakeholders for technical assistance, as well as request interviews of the Respondent Teams to obtain clarity with respect to qualifications.

1.3 Short List Selection and Interviews

Based upon the evaluation of proposals in response to the RFQ, a short list will be developed. The short list will be composed of Respondents deemed to be within a competitive range. The Committee will schedule interviews with a short list of Respondents. The Respondent(s) interviewed will be given the opportunity to discuss in more detail their qualifications, past experience, and approach to development. Following the interview phase, and assuming the Committee elects to pursue a specific proposal, a Respondent may be selected. Respondents should be prepared to attend in-person interviews on April 22nd through 24th at their own expense.

1.4 Selection Committee

A Selection Committee (the “Committee”) will be established to review submissions. The Committee may consist of representatives from HRD, PDD, Detroit Economic Growth Corporation (DEGC), and other necessary stakeholders. Additionally, the Committee may seek assistance from selected consultants. The Committee reserves the right to contact references and verify material submitted in any proposal. Based upon the evaluation of proposals in response to the RFQ, final scores will be determined by the points received for RFQ responses.

1.5 Post-Selection Due Diligence

Following receipt of notification from the City of the selection, the selected Respondent shall execute a negotiated Certification of Agreement (see [Attachment II](#)).

2.0 NEIGHBORHOOD DESCRIPTION

The Greater Corktown Neighborhood is located just west of Downtown Detroit, MI, bisected by I-75, and bounded by the Lodge Freeway to the east, W. Fort Street to the south, I-75 and (future) May Creek Greenway to the west and Martin Luther King, Jr. Boulevard to the north. The market in Historic Corktown is stable and continuing to gain interest, creating the need to preserve and create affordable housing. The current development activity, spurred by the revitalization of the Michigan Central Train Depot by Ford Motor Company, is largely an unrestricted, market-rate rental product. North Corktown, located north of Historic Corktown, is defined primarily by large areas of vacant land and a market that is experiencing increasing interest. Poverty is high in this portion of Greater Corktown, with limited access to many of the amenities and services found to the south of the interstate. The City, along with the selected team, will have the opportunity to not only preserve the existing affordable housing in the neighborhood, but to create new mixed income, mixed-use development on key sites in Greater Corktown, including new single-family or low-density multi-family rental and homeownership units on 20+ acres of concentrated vacant land in North Corktown. See [Attachment III](#) for neighborhood map.

Historic Corktown

The Historic Corktown Neighborhood is located just west of Downtown Detroit, and bounded by the Lodge Freeway to the east, Labrosse and Porter streets to the south, Rosa Parks to the west and the I-75 service drive to the north. Historic Corktown is largely occupied by charming historic single-family houses, residential apartments and condominiums. The neighborhood is a trendy, youthful area with a thriving commercial corridor along Michigan Avenue - including hip bars, chic restaurants, and live music venues. The existing development pipeline will produce 625 residential units with over 41,000 SF of additional retail/commercial space when completed. The City desires to link Corktown to Downtown Detroit by creating a commercial corridor along Michigan and Trumbull Avenues. Total public and private investment will amount to over half a billion dollars when the current pipeline is completed. The City will continue to invest in affordable housing, economic, social and cultural opportunities to ensure Greater Corktown is a neighborhood of choice for all of Detroit's residents.

North Corktown

North Corktown is located just north of Historic Corktown and bounded by the I-75 service drive to the south, Martin Luther King, Jr. Boulevard to the north, Trumbull Street to the east, and I-96 to the west. North Corktown contains a mix of new single family detached and semi-attached privately-owned residential units, abandoned or distressed privately-owned properties, a Pre-K to 8th grade public school, Burton International Academy, a Limited Equity Coop/PBRA development, Fountain Court, and several acres of vacant publicly-owned land. With the increase in the population and jobs coming to Historic Corktown, North Corktown offers an opportunity for single-family and small multi-family mixed-income and mixed-tenured development to create a stabilized neighborhood for families with children. Currently there are

small ownership projects in construction and in the pipeline and Ford Land, an affiliate of Ford Motor Company, has provided seed-funds to the neighborhood to create and maintain a park for a natural habitat. The current development activity lends the opportunity for increased density to create mixed-income residential in a mixed-use development and activate the streets utilizing urban planning design principles. An important component of the transformation of North Corktown will be providing social and economic amenities that will deliver a service-rich environment, and create a neighborhood of choice from one that was disenfranchised and lacked opportunity.

2.1 Planning Process

On June 19, 2018, Ford Motor Company announced the acquisition of Michigan Central Station as the centerpiece of a new destination that will bring together thousands of entrepreneurs, innovators, designers, technologists, and employees to re-imagine and create the future of mobility. Ford chose to be part of Corktown's future due to its unique historical character and diversity. In order to prepare for an investment of this magnitude, the City of Detroit's Planning and Development Department (P&DD) hired Perkins + Will to produce the Greater Corktown Neighborhood Framework Plan. This planning work, which began in 2019, will continue through July 2020, and has generated community and resident input that will build the foundation of Corktown's Transformation Plan. As part of their scope of work, Perkins + Will is preparing a site plan vision for the housing program and creating drawings and renderings of the development sites and critical community improvements to be published at the conclusion of the Framework plan.

2.2 Neighborhood Investment

Under the City's leadership, its agencies, and its philanthropic community, Greater Corktown is experiencing an unprecedented level of public and private investment, paving the way for people and businesses to reestablish Detroit's urban core. Major investments are detailed below, and can be shown on the map located in [Attachment II](#):

Michigan Central Train Depot – \$350 million renovation and redevelopment of the Michigan Central Train Depot by the Ford Motor Company in the neighborhood, containing 650,000 SF of mixed-use space (office, retail, lodging).

Ford Motor Company's Corktown Campus – Ford is building a \$700 million campus in Historic Corktown dedicated to future mobility designs, inclusive of the Michigan Central Station renovation. Ford has committed to bringing in 5,000 employees and creating at least 1,200,000 SF of mixed-use space within Corktown. The automaker plans to soon move several hundred of their engineers into a building at 1907 Michigan Ave. Ford has acquired several other sites in the neighborhood to expand the campus. Ford has also committed \$10 million of funding to improve parks and streets, preserve and create new affordable housing, and create job training opportunities.

Elton Park – Located north of Michigan Ave on Trumbull, Elton Park is 151-unit mixed-income, mixed-use development which consists of six rental buildings and 11,400 SF of commercial/retail. This is Phase I of the development, which at completion is anticipated to be nearly 500 units and 30,000 SF of retail/commercial space. Elton Park delivered Phase I in the fall of 2019.

The Corner Development — A four-story, 111-unit apartment complex at Michigan and Trumbull, on the former Detroit Tigers baseball stadium site, The Corner is a mixed-income, mixed-use development delivered in the summer of 2019. With 80% of units at market rate at just over \$2 per square foot, and 20% affordable at 80% AMI.

N. Pine Street Townhomes – Located in North Corktown, a 14-unit for-sale condominium project that provides a home-ownership opportunity for moderate-income families and/or first-time home buyers. This project is currently under construction.

Corktown Project Green Light Commercial Corridor – Each business in the Corktown Green Light Commercial Corridor program has installed exterior cameras that feed live video back to the city’s Real Time Crime Center, which is staffed 24/7 by the Detroit Police Department.

Historic Corktown Commercial Corridor – What was once full of boarded up and abandoned buildings over the past few years has experienced a renaissance and is now an active commercial corridor with new pubs, restaurants, and other neighborhood-serving retail. The commercial/retail community goal is to link the Southeast Michigan commercial corridor to Downtown Detroit.

May Creek Greenway - A .75 mile long non-motorized trail that will connect Roosevelt Park to the rehabilitated, West Riverfront Park. Total cost for design and construction is just over \$2 million. The project is slated to begin construction in 2020 and be completed in 2021.

West Riverfront Park (Wilson Park) - \$55 million dollar rehabilitation of the 22-acre park located on the Detroit River. Plans call for a swimming beach, amphitheater, extensive children’s play area, and many other activities.

Roosevelt Park – A design process will commence in spring 2020 for the park fronting Michigan Central Station. Upgrades to the park will begin in 2021.

14th St. and Rosa Parks Blvd. Street Improvements - Over \$2 million worth of funding will be invested into these streets from 2020-2021 to improve traffic circulation and pedestrian safety.

N. Corktown Scattered Site Development - 47-units of single and multi-family housing development projects are currently in the construction pipeline.

3.0 OVERVIEW OF CHOICE NEIGHBORHOODS INITIATIVE

Choice Neighborhoods Initiative (“CNI”) is HUD’s signature place-based initiative and is a central element of the Promise Zones Initiative, which builds upon a federal partnership to transform high-poverty neighborhoods into places of opportunity and economic growth. The CNI allows successful applicants to leverage up to \$30,000,000 in federal grant funding to support the transformation of a HUD assisted-housing site into a vibrant, mixed-income, and mixed-use community. If received, the CNI funds will also be used to leverage additional investment within the Greater Corktown area.

The CNI will support locally driven strategies to address struggling neighborhoods with distressed public or HUD-assisted housing through a comprehensive approach to neighborhood transformation. Local leaders, residents, and stakeholders, such as public housing authorities, cities, schools, police, business owners, nonprofits, and private developers, come together to create and implement a plan that transforms distressed Public and or HUD Assisted housing and addresses the challenges in the surrounding neighborhood. The CNI is designed to catalyze critical improvements of neighborhood assets, including vacant property, housing, services and schools. CNI is focused on three core goals:

- 1. Housing:** Replace distressed public and assisted housing with high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood;
- 2. People:** Improve educational outcomes and intergenerational mobility for youth with services and support delivered directly to youth and their families; and
- 3. Neighborhood:** Create the conditions necessary for public and private reinvestment in distressed neighborhoods to offer the kinds of amenities and assets, including safety, good schools, and commercial activity, that are important to families' choices about their community.

To achieve these core goals, communities must develop a Transformation Plan. This Transformation Plan will become the guiding document for the revitalization of the public and/or assisted housing units, while simultaneously directing the transformation of the surrounding neighborhood and positive outcomes for families. To successfully implement the Transformation Plan, applicants will need to work with public and private agencies, organizations (including philanthropic organizations), and individuals to gather and leverage resources needed to support the financial sustainability of the plan.

The primary focus of the HIE will be:

- Achieving the Housing Goals by transforming the target sites, outlined in Section 4.0, into a mixed income, mixed-use neighborhood that will serve as a connection to Corktown, the Clement Kern Gardens site, and North Corktown into a comprehensive high-quality community.
- Developing and managing the People Strategy with the People Implementation Entity team member and coordinating those activities with the housing activity and the neighborhood activity. A more detailed description PIE responsibilities is provided in Sections 4.3 and 6.1.1.d.
- The City's Planning and Development Department (P&DD) will take the lead as the Neighborhood Implementation Entity (NIE) to coordinate and deliver the Neighborhood Projects.

For additional information regarding HUD's CNI program, awards and past Notice of Funding Announcements please click on this link: <https://www.hud.gov/cn>

3.1 Choice Neighborhoods Program Requirements

Respondents to this RFQ are strongly encouraged to examine the most recent Choice Grant NOFAs, as well as the proposed program parameters outlined below in order to reply with

strategies that are not only responsive to HUD priorities, but also in line with the market environment to ensure the successful redevelopment of the target sites and defined neighborhoods.

The Transformation Plan to be developed in consultation with the selected HIE shall be consistent with the following minimum requirements of the Choice Neighborhoods Program (the “Program”):

- 3.1.1 One-for-one replacement. Replace the 87-Project Based Rental Assistance units at Clement Kern (i.e., residents pay no more than 30% of income for rent) on and off the original site, to the greatest extent possible in mixed-income settings within the Detroit CNI Site.
- 3.1.2 Mixed-income developments. Create new units to reflect a new, economically viable mixed-income community that includes residential and, if feasible, non-residential uses. The new community should include a mixture of deeply subsidized, affordable and market rate rental and/or homeownership units as determined to be viable and advantageous to the overall development effort. The subsidized and affordable units should be mixed across all building types and located throughout the sites. Community facilities and commercial development components of the Transformation Plan will be determined during the planning process and in consultation with the Developer.
- 3.1.3 High quality design. Create a sustainable new community of high-quality design that meets or exceeds industry standards and incorporates state-of-the-art energy conservation and green practices in a LEED-certifiable project (HUD requires LEED ND verifiability). The designs of the residential and non-residential components should be respectful of the historic massing and scale of this section of the historic Corktown and North Corktown neighborhood context, when the historic urban fabric is present and still intact.
- 3.1.4 Leverage resources. Pursue funding sources appropriate for the redevelopment program and leverage CNI Program funding (if awarded) and city-owned land, maximizing the efficiency and effectiveness of public resources. Work collaboratively with local, state and federal agencies to identify a variety of resources to support housing and any non-residential components of the Transformation Plan, including the acquisition of additional real property. These resources should include but not be limited to tax credits, bond financing, CDBG/HOME funds, the Michigan State Housing Development Authority (MSHDA) program funds, private mortgages, etc.
- 3.1.5 Neighborhood integration. Create a diverse community that is incorporated into the surrounding neighborhoods that strengthens the economic vitality of the area, and supports the functions of daily life including education, recreation, retail, and community facilities.
- 3.1.6 Support development of human capital. In collaboration with the Choice Program Goal #2 People Plan partners, develop a human services delivery system to help meet the needs of the residents of the new community and the surrounding neighborhood, including training and employment opportunities as well as community and supportive service programs for public housing residents. The

People Implementation Entity will be responsible for the human services delivery system. However, the HIE is expected to maximize job opportunities through a robust Section 3 program and to incorporate the supportive services programs into the long-term operations of the new community, together with securing any necessary funding commitments for such services.

- 3.1.7 Develop and provide financial commitments for the first phase by the time of Choice Grant submission.
- 3.1.8 Develop the entire Choice Neighborhoods program within a 5-year time period.
- 3.1.9 Additional programmatic requirements are subject to the next HUD Choice Neighborhoods Implementation Grant Notice of Funding Availability (NOFA).

3.2 Requirement as Lead Housing Implementation Entity

Developers must have extensive experience and financial resources to develop comprehensive Housing Plan. The successful Developer must demonstrate the ability and experience to develop and implement a mixed-income, mixed-finance, mixed-use development, using various funding mechanisms such as Low-Income Housing Tax Credits, New Market Tax Credits, HOME, CDBG, FHLB, etc. Only Developers who have extensive experience in housing are eligible to be considered. Preference will be given to Developers who have successfully completed similar and other HUD-related housing. Developers must be able to demonstrate they have implemented and operated housing in comparable scope, scale and complexity to the Housing component of the plan, including both multifamily rental and home ownership opportunities.

3.3 Requirement as People Implementation Entity

The development team must include a PIE with extensive, verifiable experience in resident informed planning, public policy development, social work, supportive system design, implementation and facilitation. The PIE will be responsible for developing a strategy that offers case management and service coordination for residents of the targeted HUD assisted development related to health, economic development, education, and early childhood education. Experience working to improve community health, school performance improvement and community based economic vitality are additional assets of the desired PIE. The People Implementation Strategy (the Strategy) must be designed to meet the needs identified in the community survey and Choice Planning process and will build upon existing neighborhood assets. The City may require the PIE to partner with local service providers.

4.0 PRELIMINARY PLAN AND TARGET SITES

The preliminary Housing Plan for Greater Corktown, as mentioned in the previous section ([Section 3.0](#)) must include the following:

- Provide a minimum of 87 Replacement Units provided for occupancy by extremely low-income families (30% of Area Median Income (AMI) or less);
- Provide mixed income residential components containing approximately 460 units with at least 20% market rate; and
- Provide for low- and moderate-density multifamily and single-family rental housing along with home-ownership units in mixed-income residential communities.

4.1 CNI TARGET SITE + PHASE 1 PROJECT

Clement Kern Gardens – American Community Developers, Inc., (“ACD”) a local developer, currently owns and operates the Clement Kern Gardens site. This 7.135-acre site (approximate size) is located in Historic Corktown and bounded by Bagley Street to the north, Rosa Parks Blvd to the west, Labrosse Street to the south, and Trumbull Avenue to the east.

Clement Kern Gardens is a Project Based Rental Assistance (PRBA) development built in 1985. The 7.135-acre site consists of 87 residential units which range in size from 2-4 bedrooms. The PBRA Housing Assistance Payment contract with HUD will terminate in 2031. The current families residing on-site are the impacted population and will be relocated to newly constructed units or relocated to comparable units with the right to return to the new redeveloped Clement Kern Gardens. ACD will be the responsible entity for redeveloping the site and will maintain ownership; the selected respondent to the RFQ would redevelop city-owned parcels and work with ACD to ensure the successful redevelopment of Clement Kerns Gardens.

- The City requests a partnership with American Community Developers, Inc. to create a multi-phase development plan that transforms this site and the surrounding neighborhood into a mixed-income development that complements the activities currently underway or planned in the area. The City envisions a new mixed-income, mixed- use development that will include medium density, affordable and market rate rental and homeownership units, as well as associated community and open space that will be the center of a major transformation of the surrounding historic neighborhood.

The terms and conditions of the Development Agreement for the **Clement Kern Gardens** site will be negotiated and approved by the City in partnership with American Community Developers, Inc.

Phase 1 Project - As a part of a successful CNI application, the City must have a “Phase 1” project that is fully funded at the time of submission to HUD. With the cooperation of American Community Developers, Inc. to use the Clement Kern Gardens site as the Target Housing site for the application, the City has pursued a Phase 1 development plan for the property located at 2610 Cochrane within Historic Corktown.

This site is intended to include approximately 120 units, with 80% of the units affordable to those making 80% or less of the area median income, and 20% at market-rate. This project is pursuing 9% Low-Income Housing Tax Credits from the Michigan State Housing Development Authority, and the City’s Housing & Revitalization Department intends to offer financial support through its HOME funds to help ensure a successful, fully-funded, Phase 1 project is achieved. This site, also referred to as “Left Field” can be found on the map included in Attachment II.

4.2 Public Ownership

There are approximately 85 acres of publicly-owned land in Greater Corktown. Publicly-owned shall be defined as land held by the City of Detroit and/or the Detroit Land Bank Authority (“DLBA”). Once the Greater Corktown Neighborhood Framework Plan has been completed, the City will have identified further sites for future development that can be incorporated into the

Transformation Plan for CNI. Please see [Attachment V](#) which includes P&DD's Guiding Principles of Design.

[Bagley Avenue](#) - This site contains six (6) contiguous parcels along the north side of Bagley Avenue. The addresses to these parcels are: 2124, 2120, 2118, 2114, 2112, and 2106 Bagley Avenue. These parcels encompass a total of approximately 0.2 acres or 8,600 square feet. The site is currently zoned R2. HRD would be supportive of rezoning the site for a development that proposed higher density. This site can be identified on the map in [Attachment II](#).

[North Corktown](#) – Over 20 acres of vacant land located throughout an area bounded by Martin Luther King Jr Blvd. to the north, Rosa Parks Blvd. to the east, and W. Vernor Hwy to the south and west. The land consists of multiple, scattered parcels ranging from ¼ acre to 2 acres concentrated around major neighborhood assets: 14th Street and Nagel Park. [Attachment II](#) displays the land ownership and areas of focus for development in North Corktown. [Attachment IV](#) contains the results of the Greater Corktown Neighborhood Framework Plan's Building Workshop that identifies potential housing strategy and density for this area.

4.3 Privately-Owned Sites

The City is currently aligning strategic partnerships to include additional sites for development opportunities for the Housing Plan. Land ownership in Greater Corktown can be identified in the property ownership map in [Attachment II](#).

4.4 Develop Relationship to Target Site

The developer will be selected through the City's RFQ process. The developer will be the HIE responsible for the development of the Target Sites listed above. The HIE is responsible for implementing the Housing component of the Transformation Plan and will ultimately be at-risk and financially responsible for developing the housing and the long-term asset management of the housing program.

The developer will also be responsible for managing the People component of the transformation plan. The People Implementation Entity (PIE) will be the entity developing, coordinating services and implementing the People Strategy to meet the plan, goals, and milestones as presented to HUD.

5.0 CITY (LEAD APPLICANT) ROLES AND RESPONSIBILITIES

5.1 City Role

The City is the Lead Applicant of the Choice Implementation Grant application. The Lead Applicant is responsible for overseeing and coordinating all elements of the Choice Neighborhoods Transformation Plan and is accountable to HUD to complete the work proposed

in the application, as amended with HUD approval. The City will also serve as grant manager of Choice Grant funds if awarded.

The City will select the HIE according to the terms outlined in Attachment I. Please note, the acquisition and conveyance of any City-owned land is subject to City Council approval.

Additional City responsibilities include, but are not limited to:

5.1.1 General

- a. Lead Applicant – As the Lead Applicant, the City will be responsible for overseeing and coordinating all elements of the Choice Neighborhood Transformation Plan and will be responsible to HUD to complete the work proposed in the application. To the extent any such documents are within the particular knowledge or responsibility of the HIE or Development Partner(s), the City will expect the HIE and/or its Development Partner(s) to be principally responsible for preparing such documents as the City may direct.
- b. Manager of Choice Grant funds – As Lead Applicant, the City will be responsible for allocating Choice Grant funds to all Choice Neighborhood related activity.
- c. Transformation Plan Lead – The City has and will continue to lead the Transformation Plan process. This includes communication and management of anchor institutions, Choice Neighborhood partners, community meetings, community stakeholders, City departments and City representatives.
- d. All Property will be sold “AS IS”. Respondents are hereby notified that the City and DLBA not investigated the environmental conditions of any of the City owned properties available in this RFQ. The City of Detroit makes absolutely no warranty or representation regarding the environmental condition of the City owned sites offered within this RFQ.
- e. City will be required to broker a joint venture agreement between the selected HIE and ACD, and any other necessary entities.

5.1.2 Predevelopment

- a. Zoning approvals.
- b. Site plan approvals.
- c. Liaison between the HIE and City Council and the DLBA Board.
- d. Facilitate City development process by obtaining approvals from various City Departments.
- e. Schedule all public meetings, and track and coordinate with community stakeholders.

- f. Coordination of land acquisition/disposition
- g. Construction permits.
- h. Site/Unit Designs – The City will approve HIE’s design of City owned sites. This includes building designs and floor plans.
- i. Performance Monitoring – The provision of Choice Grant funds, other City of Detroit sources (Predevelopment Loans if applicable) requires that Lead Applicant establish performance measures that assure consistent performance throughout the various project documents. City of Detroit will review performance on these measures throughout the life of the development.
- j. Obtaining alley vacations and/or easements.

5.1.3 **Financing**

- a. Funding – The City will review the developments as proposed by the HIE and will strongly consider providing some of its proceeds (including but not limited to HOME and CDBG) in an effort to fund each development phase. Developments proposed by the HIE will be considered, along with other submissions, as part of the City Housing and Revitalization Department’s competitive Notice of Funding Availability process. The use of funds will be consistent with local and federal program regulations.

5.1.4 **Contract Management**

- a. Payment Processing – The City may review/approve all payments made utilizing City funding sources.
- b. Contract Amendments – The City will review all project-related contract amendments and deliverables as outlined in the terms and conditions of the Master Development Agreement for City owned property. Under terms of the Choice Neighborhood Grant, changes to any principals of the agreement are subject to HUD approvals.
- c. Approval of Deliverables – City of Detroit will review City owned project-related deliverables including but not limited to design documents, studies and construction to ensure compliance with the terms and conditions of the associated contracts and the Master Development Agreement.

5.1.5 **Master Developer and Development Partner(s) Oversight**

- a. Procurement Approval – City of Detroit will monitor the various Master Developer and Development Partner(s)/HIE procurements for the project to ensure they are in compliance with the terms and conditions described in the Master Developer Agreement.

- b. Monitor Master Developer and Development Partner(s)'s/HIE Compliance with Section 3 – the City will monitor the Master Developer and Development Partner(s)'s plans and efforts for reaching Section 3 goals and objectives.
- c. Inspection by City – The City reserves for itself and its authorized agents, the right enter the property to inspect City owned property and any work in progress for the purpose of protecting or furthering the City's interest.

6.0 DEVELOPER ROLES AND RESPONSIBILITIES

6.1 Development Strategy and Methodology

The HIE will be a key stakeholder/participant in the Transformation Plan process. The HIE's contributions will be critical to the development and success of a Choice Implementation Grant application. Therefore, the City requires the HIE's close participation throughout the Transformation Plan process when developing the Target Sites listed above. The HIE is responsible for implementing the Housing component of the Transformation Plan and will ultimately be at-risk and financially responsible for developing the housing and the long-term asset management of the housing program. The HIE will be responsible for ensuring that the redevelopment plan is approved, financed, and implemented in a timely fashion.

Additionally, the selected HIE will be responsible for developing and implementing a redevelopment plan that can attract mixed-income residents into the community, and integrate the new development into the surrounding neighborhood. The HIE and/or Development Partner(s) will be expected to: assemble and manage a team of qualified individuals, affiliates, subcontractors, and consultants necessary to prepare a viable redevelopment plan for the Target Sites listed in Part VI of this RFQ; assemble the financing necessary to fund the new development; obtain City approval of redevelopment plans; and provide qualified professional project and property management services to operate the development.

The selected HIE will be required to evaluate and consider a variety and mix of possible uses for the site including, but not limited to, affordable rental and for-sale housing, market rate rental and for-sale housing, as well as related amenities and compatible commercial uses.

Based on selection committee evaluations, the City may, in its sole discretion, determine that it will be in the best interest of the City and/or the redevelopment project to contract with multiple developers through this solicitation process.

6.1.1 General:

- a. Oversee and Implement Redevelopment Efforts – Provide the necessary staffing, expertise, supervision and guarantees to implement all aspects of the redevelopment fully and expeditiously as required by the Master Development Agreement.
- b. Collaborate with ACD on the redevelopment of the new Clement Kerns Gardens, including any relocation, demolition, financing, construction and occupancy. To also include all reporting to HUD, the City and other

stakeholders, including any residents and former residents of Clement Kerns Gardens.

- c. Hire and Manage Consultants and Contractors Necessary for Planning and Implementation – The HIE and Development Partner(s) will procure other consultants and/or contractors and coordinate all tasks necessary for the implementation of the redevelopment plan. At a minimum, the HIE and Development Partner(s) will need to procure, oversee and manage all consultants necessary to complete funding applications, master planning, architectural, environmental review, market analysis, geo-technical studies, civil, mechanical and electrical engineering, and any other activities deemed necessary to implement the project by the HIE and Development Partner(s), the City.

The HIE will solicit development proposals, as needed from private for-profit and non-profit developers for designated properties in/of the Transformation Plan, if applicable. Analyze various development proposals for feasibility.

- d. Hire and Manage People Implementation Entity for Planning and Implementation - The PIE will develop the People strategy with the City of Detroit and its partners; take the lead on drafting the strategy for the CNI Application, and when awarded, implement the strategy through a coordinated services plan. In order to successfully create thriving mixed-income developments which lead to social and economic mobility for low income families, a network of community support must be planned and implemented concurrent with the development of new housing. These supportive services include:
- Adult education, job training, job retention and community-based economic development programs
 - Access to quality education for children, youth and adults
 - Family support programs
 - Initiatives around personal and community safety
 - Senior and intergenerational activities
- e. Maintain Communication Regarding Project Progress with the City, HUD, all key stakeholders and the larger public – the City will establish a regular schedule of team meetings, in which the HIE and Development Partner(s) will participate. Moreover, the HIE and Development Partner(s) will be responsible for submitting monthly progress reports to the City, in such formats and media as they might direct, detailing project progress and milestones achieved; updated critical path schedule; budget status and projections; Section 3 and M/WBE participation and other information deemed relevant by the City.
- f. Develop and Maintain Quality Control Measures – The HIE and Development Partner(s) is responsible for ensuring the Project is implemented and managed with the highest quality standards. The HIE and Development Partner(s) will be required to implement quality

assurance and control measures to ensure effective performance by all parties in all aspects of the program.

- g. Develop and Maintain a Detailed Development Schedule and Critical Path Schedule – Develop and maintain a detailed schedule of events, predicated on financing deadlines that include pre-development activities, construction start, project stabilization and permanent loan close. Develop a Critical Path Schedule for all phases of construction, and lease-up and stabilization.
- h. Foster Resident Involvement in Project Implementation – Facilitates and foster the involvement of public housing and other neighborhood residents in the design and implementation of the redevelopment plans. In cooperation with the City, keep residents informed of the status of the revitalization, assist in providing job opportunities for residents during and after implementation, and assist/encourage resident businesses.
- i. Be Responsive to Local Community, Neighborhood, and Governmental Interests – Promote and maintain good relations with community and neighborhood groups, and federal, state and local governments.
- j. Compliance with Laws, Rules and Regulations – The HIE and Development Partner(s) will comply with all applicable Federal, State, and local laws, rules and regulations. The HIE and Development Partner(s) will also establish systems and manage all Development Team Members proposed as well as all contractors, consultants and others providing service during the redevelopment effort to ensure their compliance with applicable Federal, State, and local laws, rules and regulations.
- k. MDE/WBE/DBE Opportunities – The HIE and Development Partner(s) will take affirmative steps necessary to assure that minority, women-owned and disadvantaged business enterprises are used to the greatest extent feasible consistent with Presidential Executive Orders 11625, 12138 and 12432. The selected respondent(s) and Development Partner(s) shall have a viable program in place to assure the goals are met or exceeded. A monthly report (or other agreed upon schedule) shall be provided to the City by the HIE and Development Partner(s) to accurately demonstrate the level of effort and compliance.
- l. Resident/Local Employment and Contracting – The HIE and Development Partner(s) shall develop and implement a comprehensive Section 3 Program consistent with the City's Section 3 hiring requirements, as well as meeting other policy objectives aimed at improving the economic circumstances of individuals, households and companies in Detroit. Applicable City of Detroit Executive Orders and applicable City of Detroit Ordinances will apply to this transaction.
- m. Providing evidence that the HIE has the capacity and necessary land use approvals to develop the target sites identified in Part IV of this RFQ prior

to the Choice Neighborhoods Implementation Grant submission due date is critical to a successful Choice Neighborhoods Implementation Grant submission. Financial commitments must be firmly committed as of the application deadline.

- n. In order to ensure a competitive Choice Neighborhoods Implementation Grant submission, the HIE will be expected to pursue all necessary steps that pertain to the development of the target sites provided in this request and secure financing for the first phase. The HIE may propose alternative methods in creating a competitive Choice Neighborhoods housing proposal.
- o. The HIE shall negotiate in good faith to enter into a partnership, joint venture agreement (or similar document, depending on NOFA requirements) with ACD, or its affiliate, for the development of the Clement Kern Gardens site, prior to the Choice Neighborhoods Implementation Grant submission and on terms acceptable to ACD or its affiliates, that recognizes that the Clement Kern Gardens is the target site for redevelopment of Detroit's CNI Housing Program.
- p. The HIE will be expected to pursue all necessary steps that pertain to development of the off-site parcels identified in this request and secure funding in compliance with the CNI NOFA yet to be released. The City requires Developer to determine the approach to establishing agreements (and related documents) with the partners in the CNI that assures all standards of mixed-finance development are taken into consideration, and as the Housing Implementation Entity, long term control mechanisms the Developer will have pertaining to each phase.

6.2.1 Planning / Pre-Development:

- A. Prepare Feasibility Assessments, Market Analyses and Appraisals – The HIE and Development Partner(s) will manage the preparation of the feasibility assessments and appraisals necessary to develop a viable redevelopment approach.
- B. Prepare Redevelopment Plans – In consultation with the City of Detroit, the residents, the community and other interested stakeholders, refine the plan for redevelopment consistent with program goals acceptable to the City, HUD and the community.
- C. Obtain Environmental Clearances – In collaboration with the City, procure the consultants and prepare the necessary documents to obtain environmental clearances from all interested agencies, including HUD environmental review approval under 24 CFR Part 50 or 58, as applicable.
- D. Plans and Specifications – The HIE and Development Partner(s) will be responsible for the preparation of all construction Plans and

Specifications necessary to implement the construction of the project. Plans and Specifications must comply with the requirements of all permitting and regulatory entities. Plans and Specifications must also be comprehensive and must meet or exceed industry standards of quality and energy efficiencies; inclusive of LEED ND. Plans and Specifications must also be of the highest-quality so that construction change orders and disputes are minimized. All Plans and Specifications will be subject to review and approval by HUD, the City.

- E. Demonstrate compliance with HUD Site and Neighborhood Standards – In collaboration with the City, document and demonstrate compliance of all proposed replacement housing with HUD Site and Neighborhoods Standards.
- F. Incorporate Resident and Community Feedback - In development and execution of the Housing Strategy, utilize Resident Needs Assessment data and community meeting feedback to develop a responsive plan that meets the needs of Clement Kern residents.

6.2.3 Financial and Leveraging Capacities:

- A. Produce an Overall Financing Plan – Produce an attainable financing plan for the overall redevelopment effort. The financing plan will reflect the goals of the master plan and/or Transformation Plan. The financing plan must demonstrate a sensitivity and approach to using public funds in the most efficient manner, maximizing leveraging of HUD, PHA or multi-family funds and other funding to the greatest extent possible. If a Choice Grant is received, the overall financing plan will be developed in conjunction with the Choice Neighborhoods' Transformation Plan and market analysis. The financing plan must demonstrate feasibility with or without a Choice Grant.
- B. HUD Mixed-Finance Proposal – Provide required information for the preparation of necessary Mixed-Finance Proposals and related documents (i.e., rental terms sheets, operating proformas and sources and uses budgets and other HUD checklist items) required to obtain HUD approval of the project. Should the use of project-based vouchers be proposed, provide all information required to be submitted in conjunction with the required Subsidy Layering Review.
- C. Financing Application(s) – In accordance with the Master Development Agreement, the HIE and Development Partner(s) will be required to pursue diligently and use best efforts to obtain all financing necessary to implement the redevelopment plans in a timely fashion, which may include, but not be limited to: tax credits; tax-exempt bonds; federal, state and local funds; and private debt.
- D. Maximize the Leveraging of Public and Private Resources – Maximize the leveraging of public and private resources by pursuing all reasonable

sources of financing and utilizing a variety of partners and partnerships. Take full responsibility for securing all financing sources in a timely fashion. Coordinate discussion and negotiations with financial institutions and private partners.

- E. Obtain Equity Investment – Using an open and competitive process, obtain equity financing commitment with the best terms currently available as required by the Master Development Agreement and subject to the City’s approval.
- F. Guarantees – In accordance with the Master Development Agreement, provide all guarantees required for the successful financing of the redevelopment effort, including completion guarantees, operating deficit guarantees, and tax credit adjuster or recapture guarantees and guarantees of performance under the Agreement.
- G. Operating Feasibility – As required in the Master Development Agreement, structure such reserves and other devices as will reasonably guarantee the long-term operating feasibility of the Project, utilizing no more subsidy than committed (as applicable and/or with respect to replacement public housing units, under a Choice Grant).
- H. Accounting/Financing – As to be provided for in the Master Development Agreement, maintain accounting records and ensure Project financing is available at the appropriate.

6.2.4 Phasing and Implementation:

- A. The Phasing Strategy must identify the goals of building a minimum of 450 units in the first five (5) years.
- B. Upon selection of a successful HIE Respondent, a draft phasing strategy of the Housing Plan will need to be established.

6.2.5 Construction:

- A. Hire Qualified General Contractors and Oversee Construction Activities – The HIE and Development Partner(s) will create and implement a competitive process for selecting the most qualified General Contractor. All such entities must have Michigan Residential Builders licenses and otherwise be licensed/authorized to do business in Michigan. During construction, the HIE and Development Partner(s) shall provide oversight and management of construction activities by coordinating with all development team members and attending job-site meetings to ensure the expeditious implementation of construction activities. As regular onsite construction monitoring is critical to the success of the project; the HIE and Development Partner(s) must have a full-time onsite presence during the term of construction.

- B. Facilitate Necessary Site Improvements – Pursuant to the Agreement, the HIE and Development Partner(s) shall initiate and complete site work and infrastructure construction in collaboration with the City, local and regional public utility agencies and other private utilities.

6.2.6 Ownership and Asset Management:

- A. Organize Ownership Entity – Upon completion of the redevelopment plan and its acceptance by the City, the selected HIE and Development Partner(s) will be expected to organize an ownership entity and structure approved by the City and the requirements of other financing entities for each development phase as proposed to be developed on the Clement Kern Gardens site and all off-site replacement units.
- B. Ensure the Short- and Long-Term Viability of the Redeveloped Project – The HIE and Development Partner(s) shall develop and implement marketing, re-occupancy, asset and property management plans that will ensure the short- and long-term viability of the Project.
- C. Market and Lease-up the Rental Units – The HIE and Development Partner(s) shall create and implement a marketing and lease-up strategy for the rental units to ensure that stabilized occupancy is achieved in compliance with all applicable financing and land use agreements. Such strategy will accommodate families on Detroit Housing Commission properties eligible waitlists.
- D. Manage the Redeveloped Project – The HIE and Development Partner(s) is responsible for the management of all components of the redeveloped site to ensure compliance with all funder and HUD requirements; and all applicable laws and regulations pertaining to the development.

6.2.7 People Strategy Planning and Implementation

6.2.7.1 PIE Roles and Responsibilities

- A. Meet with the City, critical stakeholders, residents and community leaders to finalize, with specificity, selected early strategies from the CNI People Plan and identify primary implementation partners for follow-up stakeholder meetings.
- B. Review existing planning documents, and formal and informal data that has been gathered about the community to evaluate priorities, assets, community challenges and gaps in services.
- C. Coordinate with the Resident Needs Assessment entity to discuss implementation strategies and the appropriate service partnerships based on actual need.

- D. Outline implementation roles and responsibilities; facilitate discussion and planning with lead implementation partners.
- E. Review the evaluation and assessment documents which will contain critical data required for the application submission.
- F. Participate in coordination meetings with housing, people, and neighborhood leads.

6.2.7.2 Resident Needs Assessment

- A. Ensure that the community engagement process results are incorporated into the design of the People Program.
- B. Coordinate with the City to assist with securing and integrating a range of public and private funding sources through leverage.
- C. Work closely with the Resident Needs Assessment entity to fully understand the resident needs and gaps of services in order to ensure an appropriate set of partner organizations are engaged.
- D. Incorporate the demographic profile of target residents and the surrounding neighborhood into the People Strategy.
- E. Highlight human services and assets in the target neighborhood identified in the resident needs assessment and incorporate their role into the vision outlined in overall application.
- F. Highlight human service gaps in the target neighborhood identified in the resident needs assessment and outline a strategy for meeting those needs as part of the vision outlined in overall application.

6.2.7.3 Support Services and Programs

- A. Provide overview of case management and service coordination approach to key stakeholders and service partners to ensure that partners understand how case management will support their organization in achieving greater success with serving families.
- B. Work with the City to determine a concrete case management and service coordination plan that will support and connect residents to services based on need. Areas that need to be addressed include income, health, and education.
- C. Ensure appropriate case management services are provided to targeted residents so that they are able to:
 1. Manage relocation issues up to **three years** after initial relocation – such as relocation planning, mobility counseling, relocation assistance, receipt of information and written notices before and during the reconstruction phase;

2. Maintain lease compliance and eligibility for units in the new developments;
3. Assist with handling landlord disputes;
4. Make a successful transition back to the revitalized neighborhood;
5. Integrate comprehensive relocation and re-occupancy counseling and support in order for residents to maintain stability in the housing of their choice;
6. Communicate and collaborate with property management to ensure that case management supports are offered to households at risk of eviction;
7. Track 100 percent of original residents for at least five years after their initial move; and
8. Report to HUD on relocation and re-occupancy metrics.

6.2.7.4 Coordinate the People application writing component

- A. Assist with drafting the People Exhibit of the application, edit related Exhibits such as Soundness of Approach and Evidence Based practices, and complete People financial Attachments.
- B. Outline the investment in, coordination of partnership, and delivery of results in the People plan to obtain the following objectives:
 1. Effective education – such that target residents families have access to programs and services that children enter kindergarten ready to learn and older students are prepared to graduate from high-school college and/or career ready.
 2. Employment opportunities – such that the income of non-elderly/ non-disabled target residents increases over time.
 3. Quality health care – such that target residents have increased access to health care services (preferably within the neighborhood) and have overall improved health over time.
 4. Housing Location, Quality, and Affordability – such that residents, who by their own choice, do not return to the HUD assisted development post rehabilitation have housing and neighborhood opportunities as good as or better than the opportunities available to those who occupy the redeveloped site.
 5. Explain how these strategies together are responsive to the neighborhood and demonstrate that each component and proposed strategy has been developed

from the needs of the residents AND is responsive to the results of the resident needs assessment outlined in section 6.2.7.2.

6. Review leverage letters based on NOFA guidelines from People partners which will be gathered from local partners which explain the financial commitment and priority reserved to serve targeted residents.
- C. Participate in application coordination and scoring meetings.

6.2.7.5 Coordinate and support housing and neighborhood implementation entities in:

- A. Outlining and coordinating resources needed to develop Critical Community Improvements (CCIs) – community and economic development projects undertaken in the target neighborhood designed to enhance the neighborhood outcomes previously outlined.
- B. Work to ensure target assisted housing has lease requirements that encourage self-sufficiency among residents by promoting involvement in a resident association, performance of community service, participation in self-sufficiency activities, and transitioning (when ready) from the HUD assisted development.
- C. Use findings from resident needs assessment to inform activities outlined as needed to be undertaken by community partners that will enhance Choice Neighborhood activities outlined in the overall neighborhood transformation strategy.
- D. Use findings from the Resident Needs Assessment and other engagement with target residents to inform the public safety strategy outlined in the neighborhood strategy with methods that are evidence based and responsive to residents' need to achieve the priority outcomes.
- E. Use findings from the Resident Needs Assessment and other engagement with targeted residents to inform the design outlined in the housing strategy to facilitate opportunities for recreation and appropriate settings for community gathering spaces, facilitate a compact, pedestrian-friendly and mixed-use neighborhood, and help the community watch over itself and provide a sense of safety.

6.2.7.6 Coordinate and Implement the People Strategy, People Plan as presented to HUD in the CNI Application

- A. Upon award be prepared to begin Case Management and other key services within 60 days
- B. Periodically review and assess the outcomes and make adjustments to the program as needed

7.0 SUBMISSION REQUIREMENTS

7.1 Cover Letter

Respondents should provide a 1-2 page cover letter that includes the following:

- a. Summary of key information about the firm and its qualifications.
- b. Description of the Team Members, PIE, and other affiliates, subcontractors or consultants proposed for this engagement.
- c. Contact information for the primary contact person, including email/phone number.

7.2 Development Team Description

Provide general information regarding the lead respondent and the proposed development team members for both the HIE and PIE, including the following:

- a. Name of Respondent, point of contact, address, telephone and e-mail address.
- b. Description of the Respondent size, number of employees.
- c. Description of type, location, scheduled completion date and dollar value of projects currently in the process of being developed by the Respondent.
- d. Name of each development team member proposed, their role in the project, point of contact, address, telephone, and e-mail address.
- e. Provide an organizational chart of the development team.
- f. All entities that comprise the team must be identified, for both the PIE and HIE.
- g. Indicate whether the Respondent or any team member has ever been terminated from a contract, and if so, describe the circumstances.
- h. Indicate whether the Respondent or any team member has ever sued or been sued by a client, and if so, describe the circumstances and the outcomes.
- i. Describe how the Respondent proposes to ensure each proposed team member with an identity of interest will provide the highest level of services to the project

at a cost that would be equal to or below that which could be obtained on the open market.

7.3 Respondent and Proposed Team Experience

- a. Provide a summary of the Respondent's experience in the development of mixed-income/mixed-finance projects comparable to what is requested in this solicitation.
- b. Provide details of the Respondent's three most recent and appropriate experiences for mixed-finance developments. For each project, provide the following information:
 - i) Housing Authority or Housing Agency (Public Housing Partner) Name and contact information and identified Point of Contact
 - ii) Summary of each Project including acreage, unit mix, funding sources and uses,
 - iii) Summarize approach to design management; construction management, leasing and/or sales; and current operations and management of the projects;
 - iv) Key milestone dates achieved including execution of MDA, financial closing(s), construction start(s), construction completion(s), and achievement of 97% occupancy.
 - v) Summarize the approach and strategy to engage the community and impacted residents of the target site; the Case Management and Supportive Services plan and the success of the engagement; People Implementation Entity or Supportive Services Provider, Case Managers and other service providers
 - vi) Describe the project team including; developer, architect, property manager, etc.
 - vii) Developer and other fees with split with public housing partners.
 - viii) Section 3 goals and achievements.
 - ix) Percentage of development and construction contract dollars awarded to Section 3 businesses.
 - x) Participation of DBE, MBE or WBE businesses by percentage and total development cost
- c. Provide a description of each proposed team member's prior experience with projects of similar scope and size.
- d. Provide a narrative description of the team's previous experience in integrating community and supportive services into the overall development and approach to operations and management of mixed-income, mixed-use developments.

- e. Provides an example of a significant issue and the resolution, how long it took to resolve the issue and the timeline for implementation of the resolution.
- f. Provide a summary of the Respondent's experience with HUD HOPE VI, RAD, HUD's Choice Neighborhoods Initiative Program and other federally funded housing development programs.

7.4 Key Staffing

Provide information on key staff of the proposed HIE and PIE development team members, who would be integral to the redevelopment effort, including:

- a. Roles – Describe the roles of each of the proposed key staff of the Lead Developer and development team members who would be integral to the redevelopment effort.
- b. Availability – Provide a list of assigned projects currently under way or scheduled to begin in the next year and their planned completion dates.
- c. Resumes – Provide a resume for all principals of the Development team and each of the key staff proposed.

7.5 Ownership and Management of Properties

The Respondent must provide the capacity of an experienced property management firm for the management and operations of the development(s). Include experience operating mixed-income developments specifically units for extremely low-income units with market rate (unrestricted) units.

7.6 Financial Capacity and Leveraging Capacity

- a. Provide three concurrent years of the Respondent's most recently audited or Certified Public Accountant prepared financial statements from each member of the HIE and Development Partner(s)'s team who will be providing any guarantees in connection with the development and operation of the project. The statements must include an Income Statement as well as a Balance Sheet showing assets, liabilities and net worth of the entity. Financial statements should be placed in a separate sealed envelope marked "Confidential."

Please Note: While the City will seek to keep such information confidential, all information provided in response to this solicitation is subject to State of Michigan FOIA requirements/laws.

- b. Provide a statement indicating who on the Respondent's has provided guarantees in connection with past and current development and operation of the development project, and indicate how the Respondent has honored financial guarantees. The statement should include more than a reference to the Financial Statements.
- c. Describe experience with LIHTC and other affordable housing financing/funding instruments including FHA mortgage insurance programs, HOME, HOPE VI, Public Housing, and project-based Section 8. Demonstrate that the Respondent

has the experience, knowledge and business relationships necessary to obtain the financing for HUD mixed finance projects. Additionally, describe successful experience in any of the following areas:

- Prior role as a Master Developer or HIE in a planned redevelopment district
 - Development of mixed-use projects with housing and commercial components
 - Work in historic districts or with historic tax credits
 - Successful implementation of supportive services programs at affordable housing sites
 - Successful partnerships with community development corporations or other non-profit community-based groups
 - Successful implementation of innovative programs or designs in affordable housing.
- d. Describe how the Respondent has pursued financing for redevelopment efforts and leveraged local and federal resources (including land and HUD grant funds). Identify the various funding sources that are appropriate for creating mixed-income developments and the developer's experience obtaining LIHTC awards in Michigan.

7.7 People Implementation Entity Experience

- a. Provide a detailed statement as to the organization's capacity to effectively administer this project:
- i. Demonstrate at least five years of experience successfully creating a People Strategy and then providing housing and case management services to individuals or families in public housing or other HUD-assisted housing. Experience implementing recently awarded CNI grants projects will also be considered.
 - ii. Include the philosophy and conceptual approach of the Respondent to provide case management services; detail experience collecting, using and analyzing data to develop a plan and implementing the plan to achieve the stated goals. Discuss your organization's philosophy and conceptual approach to provide case management services.
 - iii. Include detailed experience collecting, using and analyzing data for planning, evaluation and developing a strategy to provide ongoing supportive services.
 - iv. Describe your organization's experience working as a partner in community collaborative efforts and multidisciplinary teams.
- b. Provide three (3) references from clients where the Respondent has provided or is providing services of a similar size and nature to this project within the last 10 years. Include the company name, contact name, phone number and email address, annual project budget and a description of the services provided.

7.8 DBE/MBE/WBE Participation Plans

- a. Describe the Respondent's prior experience providing employment and contracting opportunities with DBE/MBE/WBE firms.

7.9 Section 3 Experience Compliance Plan

- a. Describe the Respondent's prior experience providing employment and contracting opportunities for Section 3 Residents and businesses.
- b. Provide Respondent's experience developing a Section 3 plan and the results of the plan implementation. If the plan was changed mid-project please include why and if the changes resulted in the anticipated results.
- c. Provide Respondent's past experience assisting with the creation and utilization of Section 3 businesses.

7.10 CNI Understanding

- a. Describe the primary obstacles your team anticipates to submitting a successful CNI application and how you would collaborate with the City to address them.
- b. Describe the primary obstacles your team anticipates to successful completion of CNI and the approaches you would undertake to manage these obstacles.

7.11 References

Provide a list of at least three (3) but no more than six (6) past or current partners for projects where the proposed Team has demonstrated capacity in all or some of the areas and programs within the Project Experience section. The list should include the name and location of the project; the role of the Developer or Team member firm in the project and the name, email address, and telephone number of the person most familiar with the work performed.

7.12 Forms

The respondent shall complete and include with this submission all forms attached and/or required to be attached hereto and throughout this RFQ, including but not limited to: HUD Form 5369-C, HUD Form 5370-B, HUD Form 5370-C Section I, HUD Form 2530, etc.

8.0 SUBMISSION PROCESS

8.1 RFQ Contact

Maria J. Mastej
Public-Private Partnerships Specialist
Housing & Revitalization Department
2 Woodward Ave., Suite 908
Coleman A. Young Municipal Center
Detroit, MI 48226
CNIRFQ@detroitmi.gov

8.2 RFQ Schedule

RFQ issued: March 20, 2020

Pre-Submission Conference: March 6, 2020 at 11:00 am Eastern Standard Time
The Pre-Submission Conference will be available on-line by “Zoom” at the following link: <https://zoom.us/j/972610134>. The conference will last one hour.

Questions due: April 2, 2020 (5:00 pm Eastern Standard Time)
All questions must be submitted via email: CNIRFQ@detroitmi.gov

Response to questions: April 6, 2020

Submittals due: April 17, 2020 (5:00 pm Eastern Standard Time)
Due to COVID-19, hard copy submissions will not be accepted at this time. Please prepare to E-Mail all submissions to CNIRFQ@detroitmi.gov. Any submissions received after the deadline will be considered non-responsive.

Selection of shortlist candidates: April 21, 2020

Interviews: April 22-24, 2020
Submitting a response to this RFQ does not guarantee an interview. All candidates that are chosen to be interviewed will be contacted by the Committee to schedule exact date and time. Interviews will be held via “Zoom”.

Final Selection/Recommendation: May 1, 2020
City reserves the right to extend this date as necessary.

8.3 Submission

Submissions must be in an 8.5x11 (submissions no larger than 11x17) PDF format via e-mail to CNIRFQ@detroitmi.gov. Due to COVID-19, hard copy submissions will not be accepted.

Proposals must be received by email no later than 5:00 PM Eastern Standard Time on April 17, 2020. The burden of proof to establish timely filing of a proposal shall be solely upon the entity or person submitting the proposal. It is the respondent’s obligation to ensure the required submission arrives in a timely manner to the specified email address. Any submission that is not properly marked, addressed, or delivered to the submission email address, in the required form, by the required submission time will be ineligible for consideration. Fax submissions will not be accepted.

Once received by HRD, submissions will not be returned. Formal communication, such as requests for clarification and/or information concerning this solicitation shall be submitted by e-mail to CNIRFQ@detroitmi.gov.

All expenses involved in the preparation and submission of the response to the City of Detroit or any work performed in connection therewith shall be assumed by the development team. No payment will be made by the City of Detroit for any responses received, nor for any other effort required of or made by the development team prior to the commencement of work.

All information in a Respondent’s proposal is subject to disclosure under the provisions of Public Act No. 442 of 1976, as amended (known as the Freedom of Information Act).

8.4 Evaluation and Award Process

The City reserves the right to cancel this RFQ or to reject, in whole or in part, any and all submissions received in response to this RFQ upon its determination that such cancellation or rejection is in the best interest of the City. The City further reserves the right to waive any minor informality in any submissions received, if it is in the public interest. The decision as to who shall receive a contract award, or whether or not an award shall be made as a result of this RFQ, shall be at the City’s absolute sole discretion.

Qualifications received in response to this solicitation may be evaluated using the evaluation criteria outlined below. During Stage I of the evaluation process, firms will be evaluated and scored by a Selection Committee based on the Evaluation Criteria as described at the end of this section. The City may decide to enter into negotiations with the highest-ranked firm at this point or, at City’s sole discretion, they may initiate a Stage II process.

During Stage II of the evaluation process the City will allow respondent, who the City has determined have a reasonable chance of being selected, to provide an in-person presentation of respondent’s experience and capabilities and to clarify any questions the Selection Committee may have about their firm. After completion of Stage II interviews, the Selection Committee will re-evaluate each of the Stage II firms. The City will then enter into negotiations with the highest-ranked firm from the Stage II evaluation.

If an agreement cannot be negotiated with the highest scoring respondent, negotiations will be terminated. The City will then initiate negotiations with the next highest-ranked respondent. This procedure will continue until a mutually satisfactory contract has been negotiated.

The City reserves the right to make no award or decline to enter into negotiations should it believe that no respondent to this RFQ will be capable of delivering the necessary level of services with acceptable terms and/or time period. The City further reserves the right to forego Stage II of the evaluation process and enter into negotiations with the highest ranked firm from Stage I of the evaluation process.

8.5 Each submission will be evaluated based on the Evaluation Criteria contained in the following table:

<i>Evaluation Factors</i>	<i>Points</i>
<p>a. Respondent & Development Team Experience & Capacity</p> <p>The degree to which the Respondent demonstrates:</p> <ul style="list-style-type: none"> ● Provides examples of completed developments and describes the overall approach to the redevelopment activities managed by the lead Developer from planning to stabilized occupancy of mixed-finance, mixed-income and mixed-use development projects of comparable size and complexity. ● Demonstrates successful experience with ownership and property management of mixed-finance, mixed-income, mixed-tenured developments 	50

<p>of similar size. Provides examples of how management worked to create a cohesive community.</p> <ul style="list-style-type: none"> • Demonstrates successful experience with ownership and property management of mixed-finance, mixed-income, mixed-tenured developments of similar size. Provides examples of how management worked to create a cohesive community. <p>b. Financial and Leverage Capacity</p> <ul style="list-style-type: none"> • Experience obtaining, structuring, and implementing funding sources for similar projects. • The financial capacity of Development Partner(s) and provider of guarantees as evidenced by financial statements, the firm's most recent audit and bank references, of the lead Development Partner(s) <p>c. People Implementation Strategy and Community Engagement</p> <ul style="list-style-type: none"> • Provides detailed experience with planning, developing and implementing People Strategies for large-scale redevelopment projects where CNI, HOPE VI or mixed-finance programs are used. Provides experience for projects engaged over the past 5 years • Provides Developers or team members experience with developing and implementing the Resident Engagement and People strategy. • Provides the approach taken to engage a minimum of 60% of residents and the larger community in case management and other key supportive services 60 days after award • Explains the assessments and adjustments made during the CNI, HOPE VI or development period. Explains approach to case management and service provider service delivery and resident goal attainment. • Also includes case management tools to measure success and report achievements to HUD and other stakeholders. <p>e. Section 3 Compliance Plan(s)</p> <ul style="list-style-type: none"> • Demonstrate experience with developing and implementing plans addressing Section 3 requirements and quality of previous experience with preparing and hiring Section 3 residents and businesses. • Provide evidence of the goals set forth and those achieved with each of the Section 3 plans. <p>f. WBE/MBE</p> <ul style="list-style-type: none"> • Demonstrate previous success in utilization of DBEs/MDEs/WBEs and effectiveness of plan for this project, their participation and % of ownership. 	<p>25</p> <p>15</p> <p>5</p> <p>5</p>
<p>TOTAL</p>	<p>100</p>

9.0 GENERAL CONDITIONS

9.1 Conflict of Interest

- a. The respondent warrants that to the best of its knowledge, belief and, except as otherwise disclosed, it does not have any organizational conflict of interest. Conflict of interest is defined as a situation in which the nature of work under this solicitation and the firm's organizational, financial, contractual or other interests are such that:
 - i) Respondent may have an unfair competitive advantage; or
 - ii) The respondent's objectivity in performing the work solicited may be impaired. In the event the respondent has an organizational conflict of interest as defined herein, the respondent shall disclose such conflict of interest fully in the Statement of Qualifications submission.
- b. The respondent agrees that if, after award, he, she or it, discovers an organizational conflict of interest with respect to this solicitation, he, she or it, shall make an immediate and full disclosure in writing to the General Manager-Purchasing. This shall include a description of the action, which the respondent has taken or intends to take to eliminate or neutralize the conflict. The City may, however, disqualify the respondent or if a contract has been entered into with the respondent, terminate said contract, in its sole discretion.
- c. In the event the respondent was aware of an organizational conflict of interest before the award of a contract and intentionally did not disclose the conflict to the General Manager-Purchasing, the City may disqualify the respondent.
- d. The provisions of Section 11 shall be included in all subcontracts and consulting agreements wherein the work to be performed is similar to the service provided by the respondent. The respondent shall include in such subcontracts and consulting agreements any necessary provisions to eliminate or neutralize conflicts of interest.
- e. No member of or delegate to the U.S. Congress or Resident Commissioner shall be allowed to share any part of the contract awarded under this solicitation or to any benefit that may arise there from. This provision shall be construed to extend to any contract made with the successful respondent.
- f. No member, officer, or employee of the City, no member of the governing body of the locality in which the project is situated, no member of the governing body in which the City was activated, and no other public official of such locality or localities who exercises in any respect to the project, shall during his or her tenure, or for one year thereafter, have any interest, direct or indirect, in any contract or the proceeds thereof resulting from this solicitation.
- g. No member, officer or employee of the respondent selected to perform the services described above shall, during the term of their contract, or for one year thereafter, have any interest direct or indirect, in any contract that they are responsible for procuring, managing or overseeing.

- h. The City reserves total discretion to determine the proper treatment of any conflict of interest disclosed under Section 7.1.

9.2 Cost of Preparing the Statement of Qualifications

All costs incurred, directly or indirectly, in response to the Request for Qualifications shall be the sole responsibility of and shall be borne by the respondents.

9.3 Statement of Qualifications Tabulations/Notification

After the award is made, a list of firms submitting qualifications will be posted for review by interested parties on the ninth floor of the Coleman A. Young Building, located in the Housing Revitalization Department (Suite 908). The list will be posted for a period of ten (10) days. The list will be furnished upon written request only and will not be provided by telephone. A self-addressed stamped envelope must be included with the written request. Each unsuccessful vendor will be notified in writing promptly upon award. The notice shall identify the successful firm.

9.4 Form of Contract

The acceptance of the proposed firm's offer for the services specified herein will be made by issuance of a duly authorized Development Agreement prepared by the City. Vendors are cautioned to make no assumptions or accept any representations by a representative of the City concerning the award until a Development Agreement is negotiated and executed.

9.5 Government Restrictions

In the event any governmental restrictions may be imposed which would necessitate alteration of the material, quality, workmanship or performance of the goods or services offered., it shall be the responsibility of the successful firm to immediately notify the City in writing specifying the regulation which requires alteration. The City reserves the right to accept any such alternation, including any reasonable price adjustments occasioned thereby, or to cancel the agreement at no expense to the City.

9.6 Non-Conformance to Conditions/Specifications/Scope of Services

Services will be inspected for compliance with specifications. Services not conforming to specifications may not be accepted at the firm's expense. Services not provided in accordance with the Scope of Services may result in the firm being found in default. In the event of default, all procurement cost may be charged against the firm. Any violations of these stipulations may result in the firm's name being removed from the City's Statement of Qualifications mailing list.

9.7 Assignment or Transfer

The successful firm shall not assign or transfer any interest in the contract, in whole or part, without written approval of the City. Claims for sums of money due, or to become due from the City pursuant to the contract, may be assigned to a bank, trust company or other financial institution. The City is hereby expressly relieved and absolved of any and all liability in the event a purported assignment or subcontracting is attempted in the absence of the firm obtaining the City's prior written consent.

9.8 Availability of Records

The Comptroller General of the United States, the Department of Housing and Urban Development (HUD), the City, and any duly authorized representative of each, shall have full and free access to, and the right to audit and to make excerpts and transcripts from, any and all pertinent books, records, documents, invoices, papers and the like, of the vendor, or in the possession of the firm, which shall relate to, or concern the performance of the contract.

9.9 Patents – Licenses and Royalties

The successful firm shall indemnify and save harmless the City of Detroit, the City and their employees from liability of any kind, including cost and expenses for or on account of any copyrighted, patented, or not patented invention, process or article manufactured or used in the performance of the contract, including its use by the City. If the vendor uses a design, device or material covered by letters, patent or copyright and understood that the proposal prices shall include all royalties or costs arising from the use of such design, device or materials involved in the work. Further, all residual rights to Patents, Licenses and Royalties (e.g. software and license to sue same purchased) shall revert to the City at the end of the Agreement.

9.10 Permits and Licenses

The successful firm shall obtain all permits and licenses that are required for performing its work. The firm shall pay all related fees and costs in connection with required permits and licenses. Proof of ownership shall be made on all software used in the execution of the contract. The firm will hold the City of Detroit and the City harmless for any violation of software licensing resulting from breaches by employees, owners and agents of the firm.

9.11 Taxes

The successful firm is responsible for all state and federal payroll and/or social security taxes. The firm shall hold the City harmless in every respect against tax liability.

9.12 Advertising

In submitting a Statement of Qualifications, the firm and their consultants agree not to use the results as a part of any commercial advertising.

9.13 Insurance

- a. Insurance – The selected firm shall maintain at its expense during the term of the Contract the following insurance.
 - i) Worker's Compensation Employer's Liability of \$500,000 per accident; \$500,000 each disease; and \$500,000 for each disease/each employee.
 - ii) Automobile Liability Insurance (covering all owned, hired and non-owned vehicles with personal and property protection insurance including residual liability insurance under Michigan No Fault Insurance Law) in an amount not less than \$5,000,000 per occurrence and \$5,000,000 aggregate.
 - iii) Professional Liability Insurance in the amount of \$1 million.
 - iv) General Liability Insurance in the amount of \$5,000,000 per occurrence and \$5,000,000 aggregate.

The City shall be named as additional insured on all policies.

- b. Waiver – The selected firm shall not hold the City of Detroit and/or DHC liable for any personal injury incurred by their respective employees, agents or consultants, contractors or subcontractors while working on this Project. The firm agrees to hold the City of Detroit and/or DHC harmless from any such claim by its employees, agents, consultants, contractors or subcontractors, unless a Court having jurisdiction finds there is gross negligence of an employee of the City while acting within the scope of their employment.
- c. Qualification – The insurance company covering the firm must be licensed to do business in the State of Michigan and have a Best's Guide rating of "A+" or higher.

9.14 Proof of Liability Insurance

The successful firm shall furnish to the City a certified copy of the policy or policies covering the work as required in the specifications as evidence that the insurance required will be maintained in force for the entire duration of the contract with the City. The City and/or DHC must be listed as an additional insured.** (Note any requirements for City of Detroit as additionally insured are only applicable with the award of the Choice Grant)

9.15 Standards of Conduct

The successful firm shall be responsible for maintaining satisfactory standards of its employee's competence, conduct, courtesy, appearance, honesty, and integrity. It shall be responsible for taking such disciplinary action with respect to any of its employees as may be necessary.

9.16 Removal of Employees

The City may request the successful firm to immediately remove from assignment to the City and/or dismiss any employee found unfit to perform duties due to one or more of the following reasons:

- a. Neglect of Duty.
- b. Disorderly conduct, use of abusive or offensive language, quarreling, intimidation by words or actions or fighting.
- c. Theft, vandalism, immoral conduct or any other criminal action.
- d. Selling, consuming, possessing, or being under the influence of intoxicants, including alcohol or illegal substances while on assignment at the City.

9.17 Supervision

The successful firm shall provide adequate competent supervision at all times during the performance of the contract. To that effect, a qualified consultant and one or more alternates shall be designated in writing to the City prior to contract start. The firm or his designated representative shall be readily available to meet with the City personnel. The successful firm shall provide the telephone numbers where its representatives) can be reached.

9.18 Performance Evaluation Meeting

The selected firm shall be readily available to meet with representatives of the City weekly the first month of the contract and as often as necessary to resolve any and all performance problems identified at these meetings.

9.19 Disputes

- a. Issues Causing Protest – Any respondent which disputes the reasonableness, necessity, or competitiveness, of the terms and conditions of this solicitation or who has been adversely affected by a decision concerning a notice of intended or actual award, may file a written notice of protest with the contact person listed in the solicitation.
- b. Filing the Protest – The respondent must first advise the contact person listed in the solicitation in writing within 48 hours after receipt of the bid solicitation or intended or actual notice of award of his intent to file a formal written notice with the contact person listed in the solicitation.
- c. Content of Formal Written Notice – The formal written notice should be printed, typewritten, or otherwise duplicated in legible form. The formal written notice of protest should contain the information that follows:
 - i) The name and address of the respondent filing the protest and an explanation of how his substantial interests have been affected by the bid solicitation or by the City's notice of intended or actual award.
 - ii) A statement of how and when the respondent filing the protest received notice of the bid solicitation or notice of intended or actual award.
 - (iii) A statement of all issues of disputed material fact. If there are none, the protest must so indicate.
 - iv) A concise statement of the ultimate facts alleged, as well as the City's policies, which entitle the respondent filing the protest to relief.
 - v) A demand for relief the respondent deems themselves entitled.
 - vi) Any other information which the respondent contends is material.
- d. Response to Protest – Upon receipt of a timely filed Notice of Protest and meeting the above requirements, the solicitation process, or award process will be stopped until the protest is resolved. The Executive Director, with the Division Director's recommendation, if deemed necessary, may set forth in writing particular facts and circumstances which require continuance of the solicitation process on an emergency without the above mentioned delay in order to avoid material increased costs or immediate or serious danger to health, safety or welfare. This written documentation will specifically detail the facts underlying the Executive Director's decision and will constitute final agency action.
- e. Informal Resolution – Upon receipt of the formal written notice of protest or intent to protest, the Review Team must attempt to resolve the protest on an informal basis. The Review Team will have seven (7) days after receipt of the formal written protest to resolve it through mutual agreement. If the protest is not resolved by mutual agreement within the required time, the formal written protest will be referred to the Executive Director.

- f. Resolution – The Executive Director may request such information pertaining to the matter, as he/she deems appropriate. Within seven (7) days of the date that the formal written protest is referred to him/her, the Executive Director will notify the Respondent making the protest his/her decision.

9.20 Federal, State and Local Reporting Compliance

The firm shall provide such financial and programmatic information as required by the City to comply with all Federal, State and local law reporting requirements.

9.21 Nondiscrimination

The firm agrees that it will abide by City ordinances and State laws incorporated by reference herein (See Attachment II)

9.22 Section 3 Clause

Every applicant, recipient, contracting party, contractor, and subcontractor shall incorporate or cause to be incorporated a "Section 3 Clause" in all contracts for work in connection with a Section 3 covered development. All Statement of Qualifications must also include a Compliance Plan for Section 3 requirements.

9.23 Project Personnel

Except as formally approved by the City, the key Statement of Qualifications shall be for the individuals who will actually complete the work, at the proposed levels of effort. Changes in staffing must be proposed in writing to the City and approved.

9.24 Notices

All written notices required to be given by either party under the terms of the con resulting from the contract award shall be addressed to the firm at their legal business residence as given in the contract. Written notices to the City shall be addressed as provided in the contract.

9.25 Cancellation

Irrespective of any default, hereunder the City may also at any time at its discretion cancel the contract in whole or in part. In the event of cancellation, the Firm shall be entitled receive equitable compensation for all work completed and accepted prior to such termination or cancellation as shall be indicated in the contract.

9.26 Laws

The contract shall be governed by the laws of the State of Michigan and applicable federal law.

9.27 Contract Documents

Written contract documents will be prepared by the City. Modifications may be adopted based on final negotiations and specific requirements of the contract under this particular RFQ.

9.28 Travel

All travel and miscellaneous expenses will be borne by the firm.

9.29 Holidays

Each year The City observes the following Holidays. No service will be performed on these dates unless specifically approved by The City in writing.

- New Year's Day
- Good Friday
- Independence Day
- Veterans Day
- Day after Thanksgiving
- Christmas Day
- M.L. King's Birthday
- Memorial Day
- Labor Day
- Thanksgiving Day
- Christmas Eve
- New Year's Eve

9.30 Contract Award

The Contract for the selected Developer/Development Team for Greater Corktown as requested in the RFQ document will be subject to the approval of the U.S. Department of Housing and Urban Development.

9.31 Freedom of Information Act Requests

To ensure that a competitive process is maintained throughout the process of evaluating proposals, any proposer who makes a request for a copy of the proposals of other proposers before the Lead Applicant awards the contract shall be deemed ineligible for further consideration for award under this RFQ.

ATTACHMENTS

Attachment I - Form of Certification of Agreement

Attachment II – Detroit Choice Neighborhood Site Map and Property Ownership Map

Attachment III – Public and Private Investment Map

Attachment IV - Greater Corktown Framework: North Corktown Housing Strategy Maps

Attachment V - City of Detroit's P&DD Guiding Principles of Design

RESOURCES

[24 CFR Part 905 subpart F](#)

[HUD Cost Controls and Safe Harbor Standards](#)

[Fair Housing Laws & Presidential Executive Orders](#)

[MSHDA-Std. of Design](#)

HUD FORMS: [HUD 5369-B](#), [HUD 5369-C](#), [HUD 5370-C](#), [HUD 2530](#)

CERTIFICATION AGREEMENT

LEAD APPLICANT / HOUSING IMPLEMENTATION ENTITY
CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT PROGRAM

THIS CERTIFICATION AGREEMENT (“Agreement”) is entered by and between the City of Detroit (“City”), acting by and through its Housing and Revitalization Department,) and _____, the Housing and Implementation Entity (“HIE”), and _____, as applicable.

Whereas, the United States Department of Housing and Urban Development (“HUD”) has established the Choice Neighborhoods Implementation Grant (the “CNIG”), which is a competitive grant that allows local communities to leverage up to \$30,000,000 in federal grant funding to support the transformation of a locally planned and geographic area inclusive of a severely distressed housing site into a vibrant, mixed-income, and mixed-use community; and

Whereas, the City plans to submit a CNIG application (“Application”) in late 2020 to HUD pursuant to HUD’s 2020 CNIG Notice of Funds Availability (“NOFA”); and

Whereas, as part of its Application, the City is required to have a Housing Plan (“Housing Plan”) as a component of the overall neighborhood transformation plan which is being proposed in the Application (the “Transformation Plan”) to develop distressed public and/or assisted housing into high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding Detroit target neighborhood; and

Whereas, the Housing Plan shall include, but is not limited to, improving the following three development sites within the City’s Choice Neighborhoods boundary (“Development Sites”):

- Bagley Avenue Site
- North Corktown – publicly-owned land
- *Privately-Owned Sites – S. of I-75 Service Drive*

Whereas, the Bagley Avenue Site and North Corktown Sites are owned by the City; and

Whereas, the City selected _____ through a City request for qualifications process to be the City’s Housing Implementation Entity (“HIE”), and in this role will be the Master Developer of the Development Sites and will be responsible for drafting the Housing Plan portion of the City’s Application, as well as furnishing a People Implementation Entity (“PIE”) responsible for drafting and implementing the People Plan portion of the City’s application; and

Now, therefore, the parties mutually agree as follows:

1. With respect to the Application, the parties shall assume the following roles:
 - a. Lead Applicant and Neighborhood Implementation Entity: City
 - c. Housing Implementation Entity: _____
 - d. People Implementation Entity: _____

2. **Responsibilities of HIE.** Subject to Section 7 below, in furtherance of finalizing the City's Application, HIE will provide the City with the following:
 - a. HIE shall prepare and provide the City with a Housing Plan prior to the Application submission due date, based on the requirements in the NOFA.
 - b. HIE shall serve as the Housing Implementation Entity with respect to the City's Application and, subsequently, subject to the availability of all necessary funding and approvals, in implementing any such Housing Plan should the City be awarded a CNIG. HIE will implement the Housing Plan component of the CNIG and will ultimately be at-risk and financially responsible for developing the housing and the long-term asset management of the Housing Plan. If a CNIG is awarded to the City, such implementation work shall be subject to the parties entering into Subsequent Agreements (as defined below) where terms and conditions are mutually agreeable to both parties. All public land sales will be subject to additional Detroit City Council and/or Detroit Land Bank Authority ("DLBA") Board approvals. If a CNIG is not awarded to the City, the HIE will be under no obligation to implement the Housing Plan unless otherwise agreed among the City and the HIE.
 - c. HIE will bring a qualified People Implementation Entity as part of the development team with respect to the City's Application and, subsequently, subject to the availability of all necessary funding and approvals, in implementing any such People Plan should the City be awarded a CNIG.
 - d. HIE shall provide the City with a main point of contact for all issues pertaining to the requirements of this Agreement.
 - e. HIE shall use good faith efforts to meet all deadlines of the City with respect to HIE's responsibilities required for the City's timely submission of the Application to HUD.
3. **Warranties of HIE.** HIE warrants that:
 - a. it has the financial and operational resources to provide the Housing Plan for the City's Application by the City's deadline; and
 - b. to the extent that the HIE has committed in writing to develop and construct the Development Sites in the event the City receive a CNIG, the HIE has the financial and operational resources to do so; and
 - c. it will take all reasonable actions necessary to meet all Application preparation deadlines set by the City and its CNIG consultants in finalizing the Application before the HUD submission deadline; and

- d. HIE has reviewed the NOFA and related CNIG materials from HUD. Any work HIE performs towards completion of the City's Application will conform to the NOFA, HUD and CNIG requirements in all material respects.
4. **Responsibilities of the City.** The City shall be the Lead Applicant with respect to the Application and shall be responsible for coordinating and managing the completion of the overall Application. This includes:
- a. The City will make the Bagley Site and publicly-owned land in North Corktown available to the HIE for development consistent with any CNIG awarded to the City. However, any conveyance of these sites will be subject to the Detroit City Council and/or Detroit Land Bank Board approval.
 - b. The City will also align a strategic partnership(s) with _____ to make an additional site south of the I-75 Service Drive available to the HIE for development consistent with any CNIG awarded to the City. However, any conveyance of these sites will be subject to separate agreements acceptable to _____ and HUD.
 - b. Carrying out all responsibilities required of the Lead Applicant as described in the NOFA and any subsequent CNIG agreement should the City be awarded a CNIG from HUD.
 - c. Establish appropriate performance measures and deadlines for each substantial activity or program the Principal Team Member must adhere to in order to complete the portions of the Application for which the HIE is responsible.
5. Commitments of _____.. In furtherance of finalizing the City's Application with additional development sites as a part of the Housing Plan, _____ will commit to the following:
- a. _____ will make additional land available to the HIE for development, south of the I-75 Service Drive, and consistent with any CNIG awarded to the City. However, any conveyance of land south of the I-75 Service Drive is subject to the separate agreements acceptable to _____ and HUD. _____ shall not be required to provide any capital funding for construction or development of the site
 - b. The City will be responsible for all communication with HUD related to the development of any additional site(s) south of the I-75 Service Drive and related to the development of offsite replacement affordable housing, which includes the submission and approval of program and necessary documents to obtain all HUD approvals including, but not limited to, land disposition, review of construction plans and mixed-finance budget approvals. To the extent any such documents are within the particular knowledge or responsibility of the HIE, the City will expect the HIE to be principally responsible for preparing such documents as agreed to by the HIE.

- c. For CNIG Development Sites, the City and _____ will monitor the lease-up of HUD subsidized units and will monitor the HIE's lease-up to eligible applicants on public housing waitlists to ensure compliance with an approved Admissions and Continued Occupancy Plan, the project Management Plan and other applicable regulations and agreements required when HUD is providing financial subsidy.
- d. _____ shall provide the City with a main point of contact for all issues pertaining to the requirements of this Agreement.
- e. _____ shall meet all deadlines of the City with respect to _____'s responsibilities required for the City's timely submission of the Application to HUD.
- f. Subject to the availability of all necessary funding and approvals, _____ agrees to implement the Housing Plan should the City be awarded and accept a CNIG.
- g. _____ has reviewed and is competent in all respects to the NOFA and related CNIG materials from HUD. Any work _____ performs towards completion of the City's Application must conform to the NOFA, HUD and CNIG requirements.

6. **Subsequent Implementation Agreements; Obligations of HIE:** This Agreement is intended to provide an overall framework for a cooperative, public-private, highly coordinated approach to implementation of the CNIG Transformation Plan and more specifically the Housing and People Plans. The parties to this Agreement acknowledge that should the City be awarded a CNIG from HUD, implementation of the Housing Plan will require subsequent agreements between the parties, such as, but not limited to, a CNIG Grant Agreement, Master Development Agreement, and/or agreements to convey or lease the Development Sites to the HIE (collectively "Subsequent Agreement(s)"). The obligations of the HIE under this Agreement are subject to the HIE, City, and _____ entering into mutually agreeable Subsequent Agreements regarding implementation of the Housing Plan, including, but not limited to, agreements regarding the transfer of the Development Sites to the HIE. If the HIE, City, and _____ are unable to enter into such mutually agreeable Subsequent Agreements, or if the HIE determines in its sole discretion that the Development Sites and/or the conditions or requirements related to the CNIG or Development Sites are inconsistent with the HIE's development objectives or requirements, then the HIE may terminate its obligations under this Agreement and its involvement with the City, _____, and HUD. To the extent that the terms and conditions of this Agreement conflict with or are inconsistent with the terms and conditions of any Subsequent Agreements or development agreements entered into between or among the parties hereto, the terms and conditions of such Subsequent Agreements or development agreements shall govern.

7. **Funding:** The parties acknowledge that _____ and HIE shall perform their responsibilities as outlined herein in furtherance of the City's Application at their sole cost and expense. The City shall not be responsible for reimbursing or paying any costs incurred by _____. HIE, or PIE whatsoever in performing under this Agreement. The parties agree that this Agreement does not cover specific funding commitments made to the proposed CNIG Transformation Plan in the City's Application and that any such funding commitments shall only be addressed in a Subsequent Agreement should the City be awarded a CNIG. The distribution of any funds received through a CNIG awarded to the City shall be at the City's sole discretion in accordance with the CNIG and the City's procurement processes. The transfer of any real property shall be in accordance with the Housing Plan as submitted with the Application and the CNIG, but, ultimately, at the City's sole discretion and shall require separate City, and where applicable _____, approvals.

8. **Default and Remedies Prior to Submission of Application.** Should the HIE be unable to fulfill their responsibilities and warranties with respect to this Agreement at any time prior to the City submitting its Application, the City may, if such default is not cured within ten (10) days after notice thereof to such defaulting party, immediately replace the defaulting party.

9. **Implementation of CNIG.** Should a CNIG be awarded to the City with respect to the Development Sites or the NOFA, then the City and DHC shall recognize the HIE as the developer with respect to the Development Sites, and shall negotiate in good faith with the HIE regarding the implementation of such CNIG and the conveyance (or other arrangement to allow infrastructure development) of the Development Sites to the HIE.

10. **Notices.** Written notice pertaining to this Agreement shall be submitted as follows:

To the City: City of Detroit
 Contact Name:
 Address
 Phone Number
 E-mail

To HIE: _____

Attn:
 E-mail:
 Phone Number:

11. **Modification.** This Agreement may not be modified or amended, unless such modification or amendment is in writing, references this Agreement and is signed by both parties.

12. **Counterparts.** This Agreement may be executed in counterparts.

[SIGNATURE PAGE FOLLOWS]

IN WITNESS WHEREOF, the City, HIE, and _____ by and through their authorized officers and representatives, have executed this Certification Agreement as follows:

**CITY OF DETROIT
HOUSING & REVITALIZATION DEPARTMENT:**

Print: _____
ITS: _____
Date: _____

_____ **(HIE):**

Print: _____
ITS _____
Date _____

_____ :

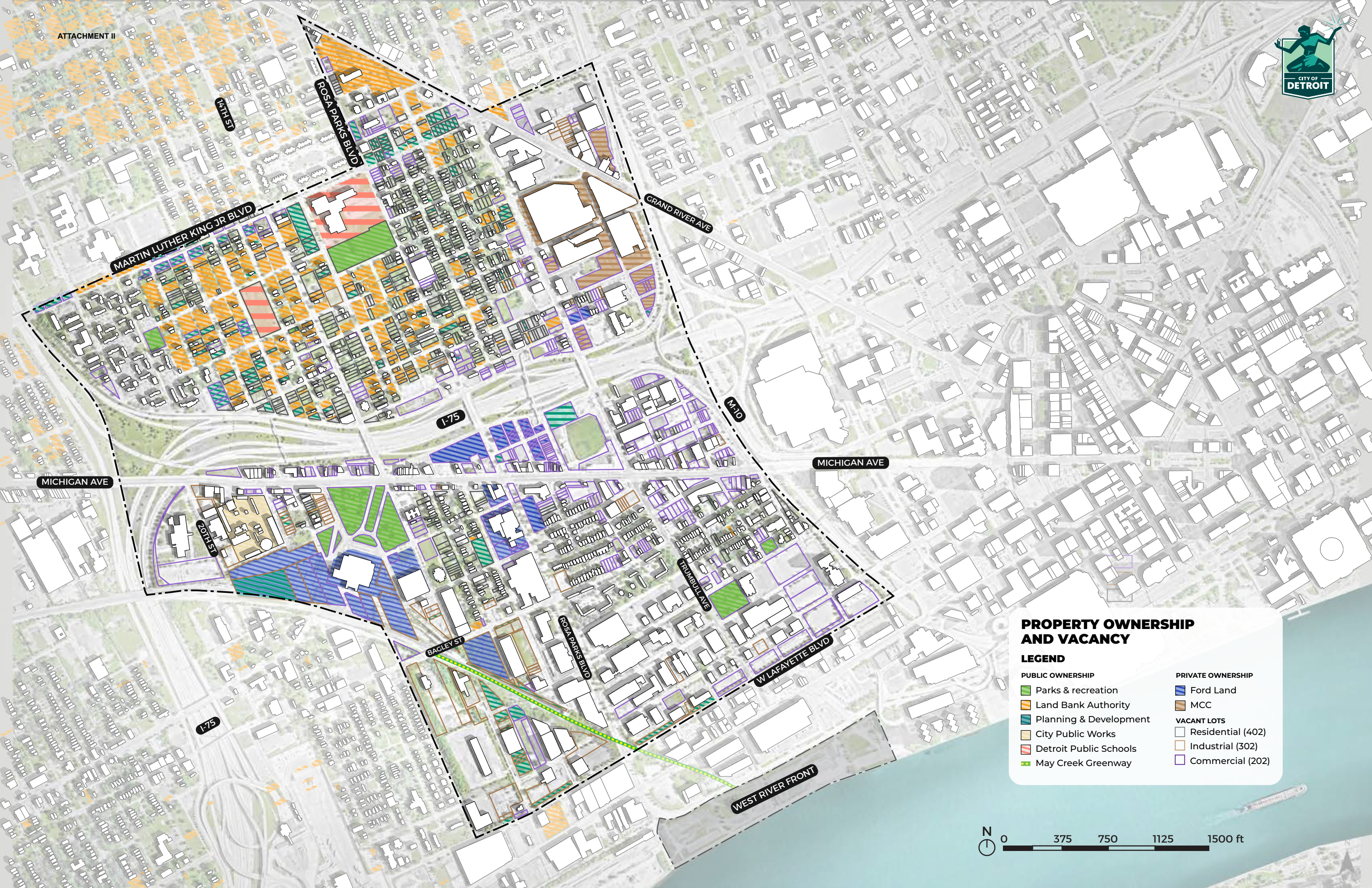
Print: _____
ITS _____
Date _____

Approved as to form in accordance with § 7.5-206 of the 2012 City of Detroit Charter.

Chief Procurement Officer

Supervising Assistant Corporation Counsel

THIS AGREEMENT IS NOT VALID OR AUTHORIZED UNTIL SIGNED BY THE CITY OF DETROIT CHIEF PROCUREMENT OFFICER



PROPERTY OWNERSHIP AND VACANCY

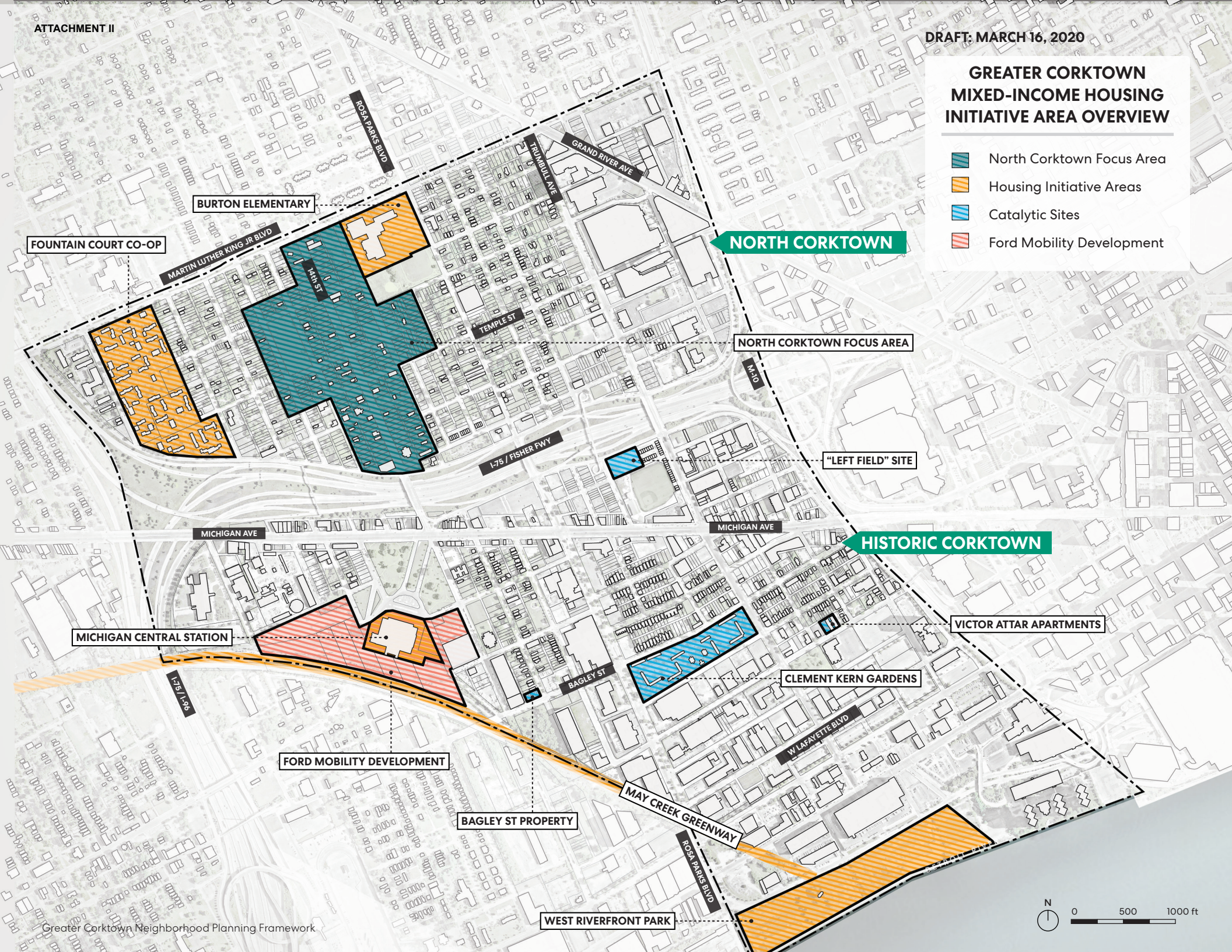
LEGEND

PUBLIC OWNERSHIP	PRIVATE OWNERSHIP
Parks & recreation	Ford Land
Land Bank Authority	MCC
Planning & Development	VACANT LOTS
City Public Works	Residential (402)
Detroit Public Schools	Industrial (302)
May Creek Greenway	Commercial (202)



GREATER CORKTOWN MIXED-INCOME HOUSING INITIATIVE AREA OVERVIEW

-  North Corktown Focus Area
-  Housing Initiative Areas
-  Catalytic Sites
-  Ford Mobility Development



NORTH CORKTOWN

NORTH CORKTOWN FOCUS AREA

"LEFT FIELD" SITE

HISTORIC CORKTOWN

VICTOR ATTAR APARTMENTS

CLEMENT KERN GARDENS

FORD MOBILITY DEVELOPMENT

BAGLEY ST PROPERTY

MAY CREEK GREENWAY

WEST RIVERFRONT PARK

BURTON ELEMENTARY

FOUNTAIN COURT CO-OP

MICHIGAN CENTRAL STATION



N. PINE STREET TOWNHOMES

5

ROSA PARKS BLVD IMPROVEMENTS

9

14TH STREET IMPROVEMENTS

10

ELTON PARK

3

THE CORNER

4

MICHIGAN AVE COMMERCIAL CORRIDOR

ROOSEVELT PARK

8

MICHIGAN CENTRAL TRAIN STATION

2

1

2

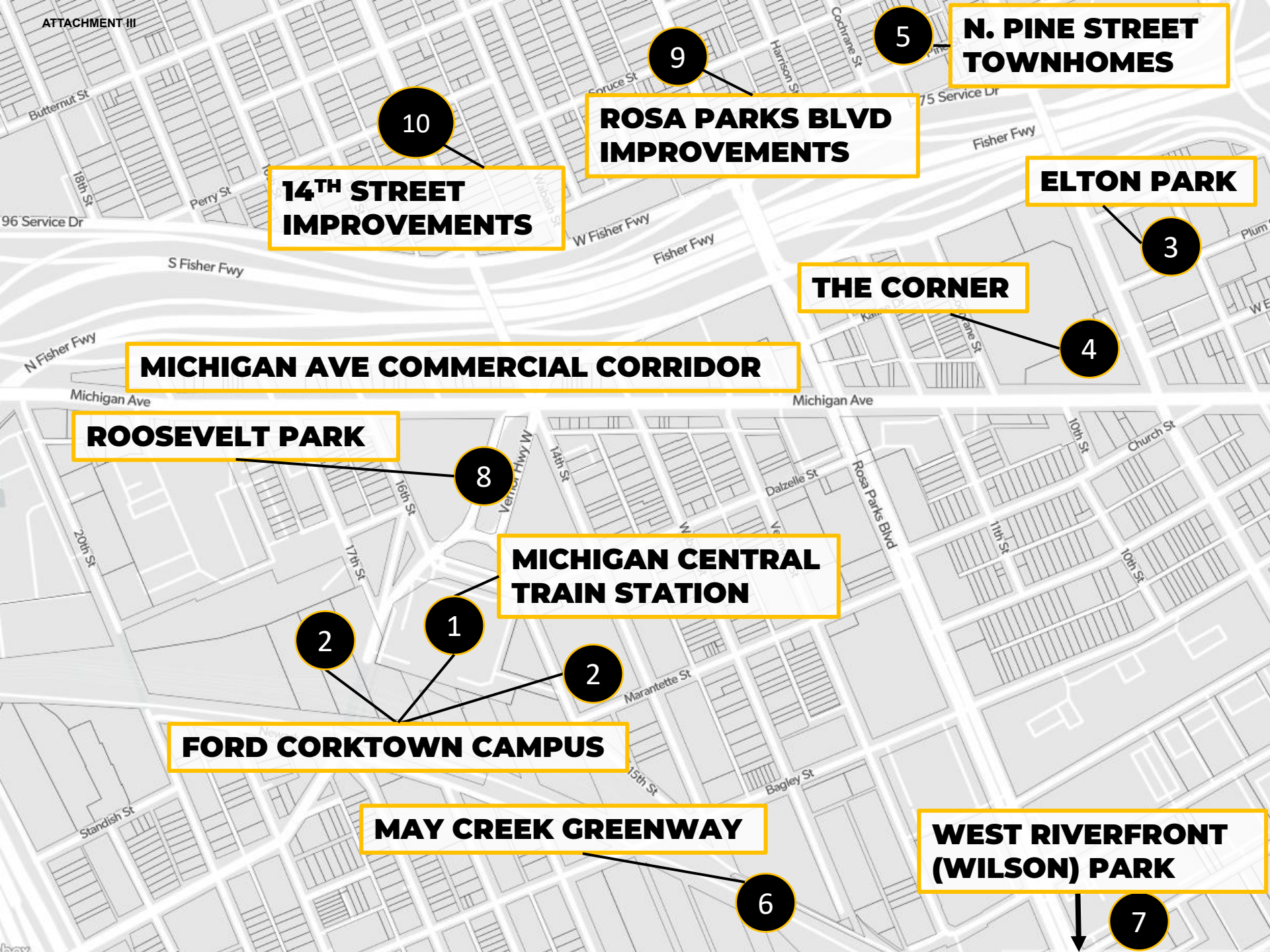
FORD CORKTOWN CAMPUS

MAY CREEK GREENWAY

6

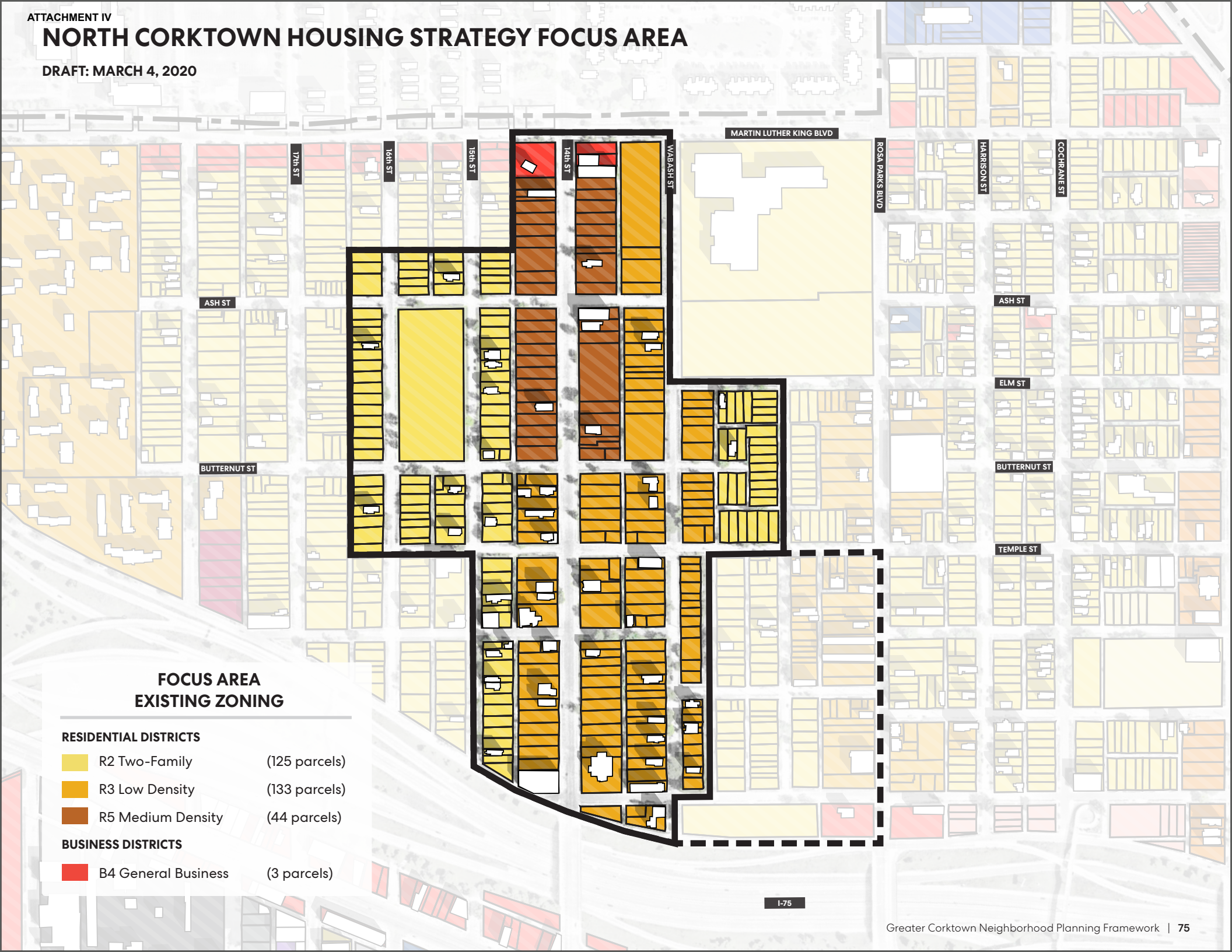
WEST RIVERFRONT (WILSON) PARK

7



NORTH CORKTOWN HOUSING STRATEGY FOCUS AREA

DRAFT: MARCH 4, 2020



FOCUS AREA EXISTING ZONING

RESIDENTIAL DISTRICTS

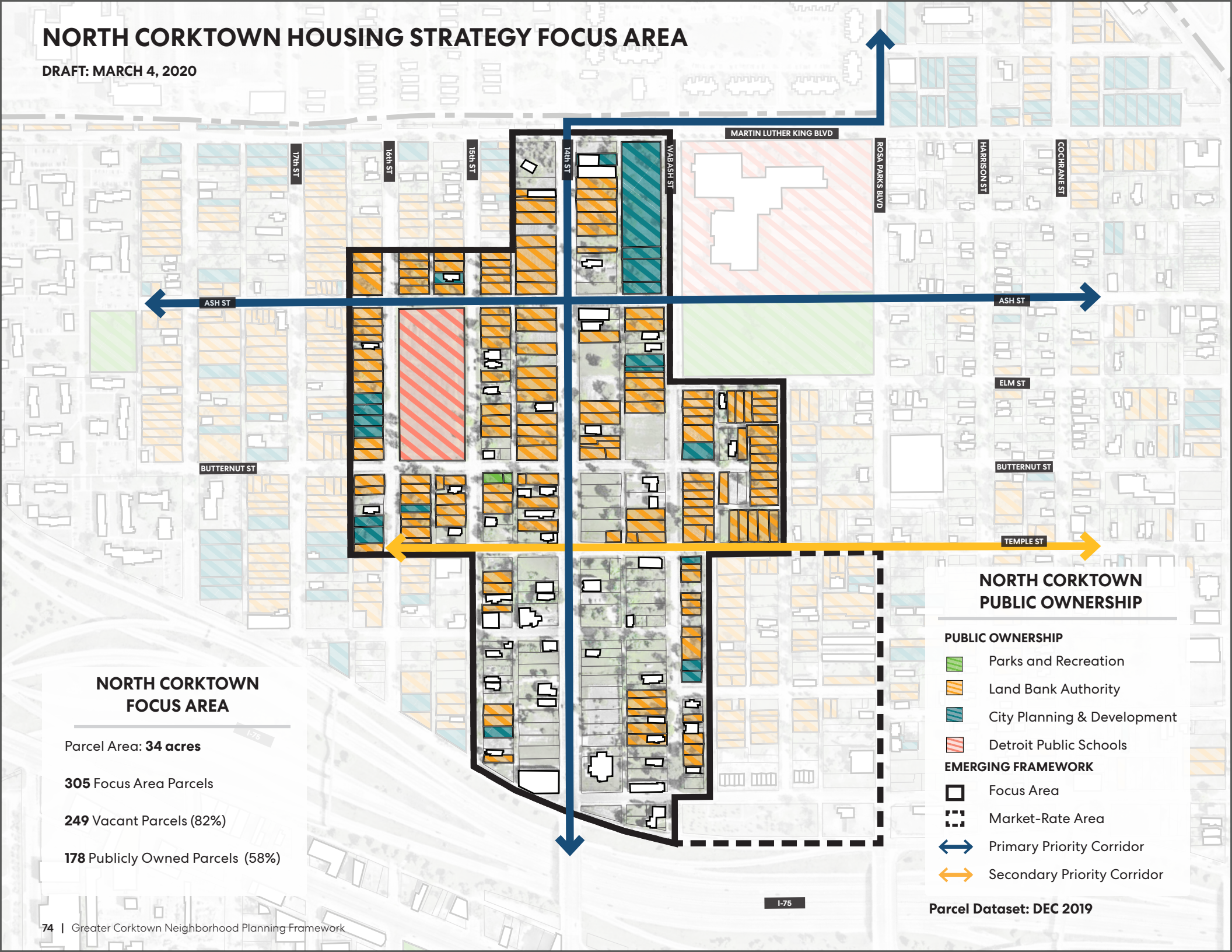
- R2 Two-Family (125 parcels)
- R3 Low Density (133 parcels)
- R5 Medium Density (44 parcels)

BUSINESS DISTRICTS

- B4 General Business (3 parcels)

NORTH CORKTOWN HOUSING STRATEGY FOCUS AREA

DRAFT: MARCH 4, 2020



NORTH CORKTOWN FOCUS AREA

Parcel Area: **34 acres**





305 Focus Area Parcels

249 Vacant Parcels (82%)





178 Publicly Owned Parcels (58%)

NORTH CORKTOWN PUBLIC OWNERSHIP

PUBLIC OWNERSHIP

-  Parks and Recreation
-  Land Bank Authority
-  City Planning & Development
-  Detroit Public Schools

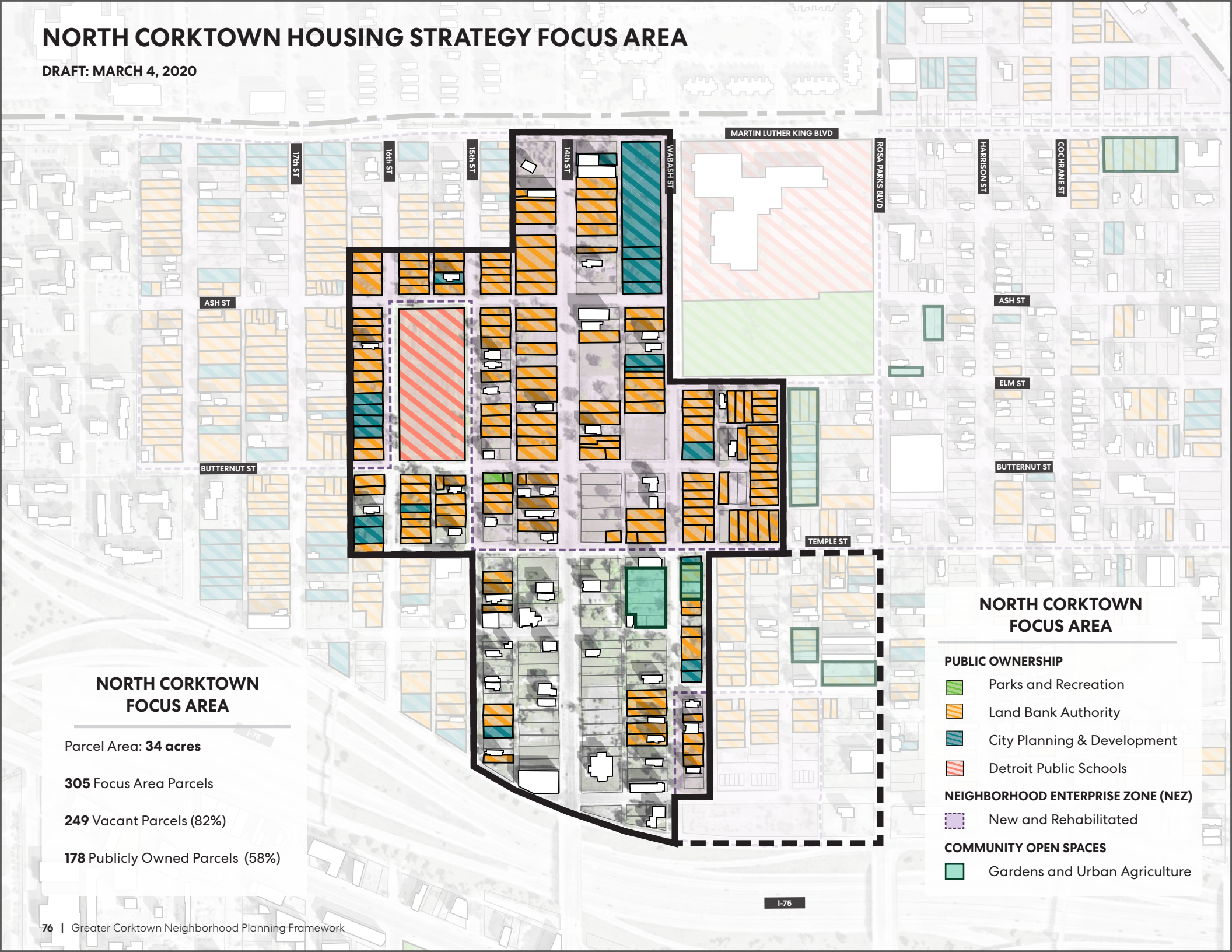
EMERGING FRAMEWORK

-  Focus Area
-  Market-Rate Area
-  Primary Priority Corridor
-  Secondary Priority Corridor

Parcel Dataset: DEC 2019

NORTH CORKTOWN HOUSING STRATEGY FOCUS AREA

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NEIGHBORHOOD ENTERPRISE ZONE (NEZ)

-  New and Rehabilitated

COMMUNITY OPEN SPACES

-  Gardens and Urban Agriculture

PDD GUIDING PRINCIPLES



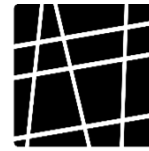
HISTORIC PRESERVATION

The intent of development is to preserve existing structures and compliment the urban fabric through a thoughtful and intentional approach to design.



ACTIVATE THE PUBLIC REALM

All projects shall build upon the walkable environment, providing a transparent and interactive building frontage and ground level meant to intrigue pedestrians through design and active uses.



MAINTAIN/INTEGRATE THE STREET GRID

Many city blocks have been combined into superblocks or developments built facing inwards. The goal is for new development to be directly integrated into the existing street grid – not to create an isolated development site.



STREET FRONTAGE

All new construction shall be designed along the front lot line of the property adjacent to the public right of way. Parking shall not be provided between the building frontage and the street edge.



APPROPRIATE DENSITY

Any new building shall be appropriate in scale with surroundings.



BUILDING FORM AND MATERIAL

The site shall incorporate sound urban design and established development principles. The built environment shall provide interesting building typologies of varied architectural styles and compliment, not mimic, the nature of the existing urban fabric.



PEDESTRIAN EXPERIENCE

Where appropriate, alleyways will serve as the main point of automotive ingress and egress. Curb cuts onto public right of way will be minimized or obsolete in order to provide a safe, walkable, pedestrian oriented street design.



PARKING AND ACCESS

All on-site parking shall be appropriately landscaped or be screened from view, preferably developing parking lot edges of the site with new construction in order to shield the parking from view.