



Atlanta Housing Authority  
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# REDEVELOPMENT OF BOWEN HOMES

*A Choice Neighborhoods Initiative*

## REQUEST FOR PROPOSALS RFP #2022-0062

Proposal issued:  
12/09/2021

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# CONTENT

|  |           |
|--|-----------|
| DEFINITIONS .....  | 1         |
| 1 OVERVIEW .....   | 6         |
| 1.1 Document Guide.....  | 7         |
| 1.2 Invitation to Respondents.....   | 8         |
| 1.3 Purpose of RFP.....  | 8         |
| 1.4 The Bowen Choice Neighborhoods Program .....   | 9         |
| 1.5 City of Atlanta Affordable Housing Crisis .....  | 10        |
| 1.6 Submission Instructions.....   | 11        |
| 1.7 Schedule of Events.....  | 13        |
| 2 SITE & NEIGHBORHOOD .....  | 14        |
| 2.1 Site Profile and Historical Background .....   | 15        |
| 2.1.1 Development Site History.....  | 15        |
| 2.1.2 Site Conditions .....  | 16        |
| Environmental Assessments .....  | 16        |
| 2.3 Site Context.....  | 16        |
| 2.4 Neighborhood Profile.....  | 17        |
| 2.5 Overview of Existing Plan and Projects .....   | 18        |
| 2.6 Market Conditions.....   | 19        |
| 2.7 Community Engagement .....   | 19        |
| 3 AH & DEVELOPER TYPICAL ROLES & RESPONSIBILITIES.....   | 21        |
| 3.1 AH ROLES AND RESPONSIBILITIES.....   | 22        |
| 3.1.1 Contract Administrator .....   | 22        |
| 3.1.2 Ground Lessor.....   | 22        |
| 3.1.3 Ownership Entity Member.....   | 22        |
| 3.1.4 Rental Subsidy Provider, Funding Source .....  | 22        |
| <b>3.1.5 Homeownership Land and Down Payment Assistance Provider.....</b>  | <b>22</b> |
| 3.1.6 Asset Management.....  | 23        |
| 3.1.7 Land Development.....  | 23        |
| 3.1.8 HUD Part 58 Environmental Review .....   | 23        |
| 3.1.9 Opportunity & Inclusion Program & Section 3 Monitoring.....  | 23        |
| 3.2 DEVELOPER'S ROLES & RESPONSIBILITIES.....  | 24        |
| 3.2.1 Planning & Design Activities.....  | 24        |
| 3.2.2 Sustainable Building Certification.....  | 24        |
| 3.2.3 Community & Stakeholder Engagement Strategy .....  | 24        |
| 3.2.4 Financing Activities .....   | 24        |
| 3.2.5 Asset Management.....  | 24        |
| 3.2.6 Compliance and Reporting.....  | 25        |
| 3.2.7 Regulatory Requirements .....  | 25        |
| 3.2.8 Construction and Construction Management.....  | 25        |
| 3.2.9 Land Development.....  | 25        |
| 3.2.10 Non-Residential Tenant Programming, Partnering and Market .....   | 25        |
| 3.2.11 Property Management.....  | 26        |
| 3.2.12 Homeownership Sales.....  | 26        |
| 3.2.13 HUD Community Benefits Plan.....  | 26        |
| 3.2.14 Master Development Agreement.....   | 26        |
| 4 DEVELOPMENT TEAM CAPACITY & EXPERIENCE .....   | 28        |
| 4.1 Financial Position & Capacity (Threshold Requirement) .....  | 29        |
| 4.1.1 <i>Required Submission: Section A-1 Financial Position &amp; Capacity</i> .....                            | 29        |
| 4.2 Experienced Development Team .....   | 29        |
| 4.2.1 <i>Required Submission: Section A-2 Statement of Interest &amp; Development Summary Cover Letter</i> ..... | 30        |
| 4.2.2 <i>Required Submission: Section B-1 Respondent Entity Structure and Members</i> .....                      | 30        |

|         |   |    |
|---------|---|----|
| 4.2.3   | <i>Required Submission: Section B-2 Developer Qualifications &amp; Capacity</i> .....   | 30 |
| 4.2.4   | <i>Required Submission: Section B-3 Residential Property Manager Qualifications &amp; Capacity</i> .....                                    | 31 |
| 4.2.5   | <i>Required Submission: Section B-4 Commercial Property Manager Qualifications &amp; Capacity</i> .....                                     | 31 |
| 4.2.6   | <i>Required Submission: Section B-5 Architect, Engineer, &amp; Design Team</i> .....  | 31 |
| 4.2.7   | <i>Required Submission: Section B-6 Other Members Supporting Development Team</i> .....   | 31 |
| 4.3.    | Impact of Pipeline Projects .....   | 32 |
| 4.3.1   | <i>Required Submission: Section B-7 Impact of Pipeline Projects</i> .....   | 32 |
| 5       | DEVELOPMENT PROGRAM OVERVIEW .....  | 33 |
| 5.1     | Development Vision .....  | 34 |
| 5.2     | Development Objectives .....  | 34 |
| 5.3     | Development Concept.....  | 34 |
| 5.3.1   | <i>Required Submission: Section C-1 Development Concept, Land Use</i> .....   | 34 |
| 5.3.2   | Design .....  | 35 |
| 5.3.2.1 | <i>Required Submission: Section C-2 Building Plan(s)</i> .....  | 36 |
| 5.3.3   | Sustainability .....  | 36 |
| 5.3.3.1 | <i>Required Submission: Section C-3 Sustainability</i> .....  | 36 |
| 5.3.4   | Innovation .....  | 36 |
| 5.3.4.1 | <i>Required Submission: Section C-4 Innovation</i> .....  | 37 |
| 5.4     | Project Implementation Schedule.....  | 37 |
| 5.4.1   | <i>Required Submission: Section C-5 Development Schedule</i> .....  | 37 |
| 5.5     | Community & Stakeholder Engagement.....   | 37 |
| 5.5.1   | <i>Required Submission: Section C-6 Community &amp; Stakeholder Engagement Strategy</i> .....   | 37 |
| 6       | OWNER ENTITY STRUCTURE, FINANCIAL PLAN, AH FEES & FINANCIAL PARTICIPATION 39  |    |
| 6.1     | Owner Entity .....  | 40 |
| 6.1.1   | <i>Required Submission: Section D-1 Owner Entity Structure</i> .....  | 40 |
| 6.2     | Financial Feasibility .....   | 40 |
| 6.2.1   | <i>Required Submission: Section D-2 Financial Plan</i> .....  | 40 |
| 6.2.2   | <i>Required Submission: Section D-3 Financial Models</i> .....  | 41 |
| 6.2.3   | <i>Required Submission: Section D-4 Capital Sources Letters of Interest, Term Sheets and/or Award Letters for Competitive Sources</i> ..... | 43 |
| 6.3     | AH Development Funding .....  | 43 |
| 6.3.1   | CNIG funds.....   | 43 |
| 6.3.2   | AH Loans.....   | 44 |
| 6.4     | AH Rental Subsidy.....  | 45 |
| 6.5     | AH Homeownership Subsidy & Affordability .....  | 45 |
| 6.6     | Unit Mix & Affordability .....  | 46 |
| 6.6.1   | <i>Required Submission: Section D-5 Unit Mix &amp; Affordability</i> .....  | 46 |
| 6.7     | Valuation for AH Land Dispositions .....  | 46 |
| 6.7.1   | Ground Lease Valuation.....   | 47 |
| 6.7.2   | Land Sale Valuation.....  | 47 |
| 6.8     | Real Estate Taxes .....   | 47 |
| 6.8.1   | <i>Required Submission: Section D-6 Real Estate Taxes</i> .....   | 47 |
| 6.9     | Value Creation (Financial Returns to Atlanta Housing) .....   | 48 |
| 6.9.1   | <i>Required Submission: Section D-7 AH Fees &amp; Financial Participation</i> .....   | 48 |
| 7       | PROPERTY MANAGEMENT PLANS .....   | 49 |
| 7.1     | Residential Property Management Plan .....  | 50 |
| 7.1.1   | Staffing .....  | 50 |
| 7.1.2   | Marketing.....  | 50 |
| 7.1.3   | Site-Based Waiting List Administration .....  | 50 |
| 7.1.4   | Resident Eligibility Determination .....  | 50 |
| 7.1.5   | Lease Administration .....  | 50 |
| 7.1.6   | Rental Collections .....  | 50 |
| 7.1.7   | Property Maintenance .....  | 50 |
| 7.1.8   | Resident Concerns .....   | 51 |
| 7.1.8.1 | <i>Required Submission: Section E-1 Residential Property Management Plan</i> .....  | 51 |
| 7.2     | Commercial Property Management Plan .....   | 51 |
| 7.2.1   | Marketing and Leasing .....   | 51 |
| 7.2.2   | Rental Collections .....  | 51 |

|   |    |
|---|----|
| 7.2.3 Building Maintenance .....  | 51 |
| 7.2.4 Tenant Relations .....  | 51 |
| 7.3 AH Reporting Requirements.....  | 51 |
| 7.2.4.1 <i>Required Submission: Section E-2 Commercial Property Management Plan</i> .....       | 52 |
| 8 Opportunity & Inclusion Plan .....  | 53 |
| 8.1 Opportunity & Inclusion Program.....  | 54 |
| 8.1.1 <i>Required Submission: Section F OIP Hiring Plan</i> .....                               | 54 |
| 9 MANDATORY SUBMITTALS .....  | 55 |
| 9.1 (To be added by Contracts and Procurement).....   | 56 |
| 9.2 Federal Regulatory Agency Action/Litigation .....   | 56 |
| 9.2.1 <i>Required Submission: Section B-7 Federal Regulatory Agency Action/Litigation</i> ..... | 56 |
| 10 SELECTION PROCESS & SUBMISSION REQUIREMENTS .....  | 57 |
| 10.1 Pre-Requisites for Submission of Responses to the RFP .....                                | 53 |
| 10.2 Submission of Responses.....   | 53 |
| 10.3 Submission Format and Structure.....   | 53 |
| 11 SCORING & EVALUATION CRITERIA .....  | 55 |
| 11.1 Selection Process (Evaluation Period).....   | 56 |
| 11.2 Scoring .....  | 58 |
| APPENDICES.....   | 59 |

# DEFINITIONS

**ACC or Annual Contributions Contract:** A contract whereby HUD agrees to provide financial assistance in the form of operating subsidy, and Atlanta Housing agrees to comply with HUD requirements, for the development and operation of its public housing projects. The ACC specifies the maximum payment over the ACC term.

**ACC Units:** Units receiving AH Section 9 Operating Subsidy as included in the ACC Agreement.

**Affordable Housing/Units:** In the context of a Choice Neighborhoods Transformation Plan, housing funded by Choice Neighborhoods grant funds for which the owner of the project/unit has recorded a HUD-approved affordability use restriction for occupancy by households earning up to 120% of AMI for no fewer than 20 years.

**Affordable Homeownership Units:** These units are reserved for homebuyers with incomes up to and including 80% AMI. AH non-CNIG federal funds may be used to support these units. If CNIG funds are utilized in the form of down payment assistance or construction funding, homebuyers' incomes may go up to and including 120% AMI. Both will require a 20-year deed restriction.

**AH:** Atlanta Housing/the Housing Authority of the City of Atlanta.

**AH-Assisted Replacement Housing Units:** Under the Choice Neighborhoods Implementation Grant NOFO, replacement housing is rental housing that will replace demolished, disposed of, or otherwise reduced public or assisted housing. Replacement housing may take the form of public housing or section 8 assisted housing as defined under sections 8 and 9 of the U.S. Housing Act of 1937 (42 U.S.C. 1437f and 42 U.S.C 1437g) or the Native American Housing Assistance and Self-Determination Act of 1996 (25 U.S.C. § 4101, et seq.).

**AH-Assisted Replacement Housing Units/LIHTC Units:** refers to LIHTC units that receive AH rental subsidy for families at 80% or less of HUD AMI that may be funded from the HUD Section 9 program (public housing) or Section 8 program (project-based rental assistance or HomeFlex), or may be converted from Section 9 to Section 8 (Faircloth-to-RAD units). Rents must not exceed 60% AMI rent levels.

**AH-Assisted Units:** Refers to those units that receive AH rental subsidy for families at 80% or less of HUD Area Medium Income that may be funded from the HUD Section 9 program (public housing) or Section 8 program (project-based rental assistance or HomeFlex), or may be converted from Section 9 to Section 8 (Faircloth-to-RAD units). Rents must not exceed 60% AMI rent levels.

**AH Co-Management Fee:** Generally referred to as an asset management fee, this fee is calculated as 1% of gross rental collections paid to AH as an operating expense.

**AH HomeFlex Units:** Housing units assisted under a Housing Assistance Payment (HAP) contract pursuant to section 8 of the United States Housing Act of 1937 (42 U.S.C. 1437f and 42 U.S.C 1437g) project based rental assistance, section 221(d)(3) or section 236 of the National Housing Act (12 U.S.C. 1715l and 12 U.S.C 1715z-1), or the Native American Housing Assistance and Self-Determination Act of 1996, 25 U.S.C. 4101, et seq. (Indian Housing).

**Atlanta Housing Residents (AH Residents):** All residents who receive assistance from Atlanta Housing.

**Bowen Homes Residents - Original Target Households:** As of November 2022, there are 204 original heads of households who were under a valid lease at the time AH commenced relocation of the former public housing residents prior to demolition. These residents were part of the AH-sponsored relocation from Bowen Homes and continue to be AH-assisted households. This includes households that were split as part of their relocation process due to household size or other eligible purposes.

**Bowen Homes Residents - First Right of Return:** Eligible Original Target households who were lease-compliant at the time of relocation and continue to remain lease-compliant and desire to return once the Bowen site is revitalized, have a first right of return to AH-assisted replacement units at the revitalized site. A returning resident shall be provided a preference for occupancy of replacement units before such units are made available

to any other eligible households. This preference remains available until the initial lease-up of the new units. The Right of Return is not a requirement and former Bowen residents can choose to remain in their current housing and not return to the revitalized site.

**Business Management Portal:** Atlanta Housing’s portal for business opportunities available through the following [link](#).

**Declaration of Trust and Restrictive Covenants (DOT/DORC):** Legal instruments granting HUD an interest in a development utilizing agency-owned land, and/or federal funding, which provide public notice that the development must be operated in accordance with all federal public housing requirements, including the requirement not to convey or otherwise encumber the public housing property unless expressly authorized by federal law and/or HUD. See 24 CFR 905.108. The DOT/DORC takes priority over all other liens and property rights by being recorded on the property in “first position.”

**Developer or Development Partner:** Refers to the Selected Respondent once under contract through a Master Developer Agreement to carry out the work in the Proposal.

**Development Plan or Development Program:** Describes the processes, timeline, # of residential units and commercial area with square footage, unit type, building typology and other physical characteristics that are part of the Respondent’s Proposal.

**Development Site or Bowen Site:** Describes the entire approximate 73.94 acres in totality planned for development of Bowen Homes.

**Down Payment Assistance (DPA):** To support the development of affordable for-sale housing, the City of Atlanta, Invest Atlanta, AH, and/or other sources may provide down payment assistance (that may be combined) to eligible and qualified homebuyers earning up to and including 80% AMI. Typically, AH provides up to \$20,000 to each eligible homebuyer, up to \$25,000 for service providers such as firefighters, police, teachers, etc.

**Extraordinary Site Costs (ESC):** Costs that may be incurred in the revitalization and demolition of existing property, as well as in the development of new and rehabilitated units. ESC must be certified by a licensed architect or engineer as meeting the HUD requirements for ESC. Examples of such costs include, but are not limited to: abatement of extraordinary environmental site hazards; removal or replacement of extensive underground utility systems; extensive rock and/or soil removal and replacement; removal of hazardous underground tanks; work to address unusual site conditions such as slopes, terraces, water catchments, lakes, etc.; green/sustainability costs exceeding standard requirements; and work to address flood plain and other environmental remediation issues.

**Faircloth-to-RAD (FTR) Units:** A HUD strategic program that helps Public Housing Authorities (PHAs) and their Development Partners to more readily access operating subsidy for the development of new public housing units and the subsequent conversion of public housing assistance (Section 9) to Section 8 through the Rental Assistance Demonstration (RAD) Program upon construction completion. PHAs are limited in the number of units that may be constructed or operated as public housing using HUD capital or operating funds if those units would exceed the number of units the PHA owned, assisted, or operated as of October 1, 1999 (the **Faircloth Limit or Faircloth Authority**).

**Georgia Department of Community Affairs (DCA):** A state-level organization that focuses on economic development, providing local government assistance, and increasing affordable housing options. DCA administers the Low Income Housing Tax Credit Program (LIHTC), providing funding to support affordable housing development.

**Ground Lease:** An agreement between the Owner Entity and AH, which allows the Developer to develop on land owned by AH for a set lease period.

**HomeFlex.** HomeFlex is the name of the AH Project Based Rental Assistance Program. See HUD Section 8.

**HUD or US Department of Housing and Urban Development:** Federal agency responsible for administering

federal aid to local housing agencies that manage the housing for low-income residents at rents they can afford.

**HUD Area Median Income (AMI):** The Area Median Income (AMI), also referred to as the Median Family Income, is the midpoint of the average level of income households earn in a region. Each year, HUD sets the AMI for regions around the country and uses this information to determine who should be eligible for affordable housing. Because AMI is the median range, half of the households in the area will earn more than the AMI and the other half will earn less. Households that earn less than 80 percent of the AMI are considered low-income. Households that earn less than 50 percent are very low-income and those earning less than 30 percent are extremely low-income according to HUD's definitions. HUD then adjusts the incomes based on the number of persons who may be in a family.

**HUD Choice Neighborhoods Program (CN):** A HUD funded program to redevelopment public and assisted housing sites based on a comprehensive neighborhood revitalization plans which focus on directing resources to address three core goals: Housing, People and Neighborhood. With a **Choice Neighborhoods Planning Grant**, HUD directs funds to be used to engage with the community and develop the comprehensive plan, known as a **Neighborhood Transformation Plan (NTP)**. With a **Choice Neighborhoods Implementation Grant**, HUD directs funds to be used to redevelop a targeted housing site and surrounding neighborhood, based on a neighborhood plan and/or NTP, and to provide opportunity for social and economic empowerment for former residents of the site and surrounding community.

**HUD Development Proposal Calculator:** A HUD-issued Microsoft Excel model used by AH to assess the financial feasibility and intended programming of a development project to ensure HUD underwriting requirements are met.

**HUD Hard Construction Cost (HCC) Limits:** HCC refers to the HUD-calculated cap on use of AH federal funds for dwelling unit hard costs. Specifically, HCC is the sum of the following HUD-approved costs related to the development of a Housing Project: dwelling unit hard costs (including construction and equipment), builder's overhead and profit, the cost of extending utilities from the street to the Public Housing Project, finish landscaping, and the payment of Davis-Bacon wage rates (such as general contractor) and finish landscaping. HUD determines the HCC limit pursuant to 24 CFR §905.314(d) and typically publishes it annually along with an updated Total Development Cost limit.

**HUD Section 3 Program:** Requires that recipients of certain HUD financial assistance, to the greatest extent possible, provide training, employment, contracting and other economic opportunities to low- and very low-income persons, especially recipients of government assistance for housing, and to businesses that provide economic opportunities to low- and very low-income persons.

**HUD Section 3 Targeted Workers:** Income eligible worker who is a recipient of housing assistance.

**HUD Section 8:** HUD program that aims to provide access to safe, clean, and affordable housing for very low-income families, those who are elderly, and those who are disabled. Section 8 is administered under two HUD programs. Under the Housing Choice Voucher program, vouchers are assigned to tenants and are portable to a wide variety of rental units as long as landlords agree to accept those vouchers. Project-based rental assistance (PBRA or HomeFlex), on the other hand, applies to a specific rental unit or units that can be rented by a landlord to low income tenants at below market value because the program subsidizes the remaining amount. PBRA subsidy is not portable and remains with the property.

**HUD Section 9 Operating Subsidy:** Authorized by Section 9 of the United States Housing Act of 1937, the Public Housing Operating Fund program provides subsidies necessary for housing authorities to operate and maintain deeply affordable public housing units that constitute a critical piece of the housing market, providing homes for some of the nation's most vulnerable renters as well as local investment in economies. The Public Housing Operating Fund covers day-to-day operational expenses associated with public housing as well as the administrative and program implementation expenses that housing authorities are required to undertake under the 1937 Housing Act and program regulations. Utilizing AH's MTW flexibilities, AH may supplement Section 9 subsidy. Section 9 operating subsidy is referred to as "Public Housing" in the CNIG NOFO.

**HUD Total Development Cost (TDC) Limits:** The TDC limit is the combined maximum amount of AH federal funds

that maybe used for HCC and Community Renewal Costs on a Housing Project, absent a waiver from HUD. Community Renewal Costs describes allowable development costs, other than HCC, that may be funded by AH federal funds. The maximum amount is the difference between allowed TDC and calculated HCC. Specifically, it is the sum of the following HUD-approved costs related to the development of a Housing Project: planning (including proposal preparation), administration, site acquisition, relocation, demolition of, and site remediation of environmental hazards associated with Section 8 or Section 9 units that will be replaced on the Housing Project site, interest and carrying charges, off-site facilities, community buildings and non-dwelling facilities, contingency allowance, insurance premiums, any initial operating deficit, onsite streets, onsite utilities, and other costs necessary to develop a project that are not covered under the HCC.

**Low Income Housing Tax Credit (LIHTC):** The federal government issues housing tax credits to state and territorial governments to subsidize the acquisition, construction, and rehabilitation of affordable rental housing for low- and moderate-income tenants. State housing agencies then award the credits to private developers of affordable rental housing projects through a competitive process. Developers generally sell the credits to private investors to obtain funding. Once the housing project is placed in service (essentially, made available to tenants), investors can claim the LIHTC over a 15-year period, with an extended use period up to 30 years. In Georgia, the State Housing Agency is the Department of Community Affairs.

**LIHTC Units:** Units receiving subsidy in the form of an equity investment as 4% or 9% LIHTC during construction, renovations, and/or development. Rents are then restricted to make the units affordable.

**Management Agreement:** The agreement between the Developer and a Management Company for the day-to-day management of the Project and approved by AH.

**Management Plan:** The policies and procedures to be followed in the management of the Project, which shall be prepared by the Owner and approved in writing by the Authority prior to its implementation, and which thereafter may not be revised in any material respect without the prior written approval AH.

**Market Rate Units:** Units with no household income restrictions.

**Master Development Agreement (MDA):** an agreement to be entered into between Atlanta Housing as land owner and the Development Partner which outlines the obligations of both parties and the various standards and conditions that will control development and operations of the subject property. Operations of each phase will be further memorialized in the Management Plans.

**Mixed-Finance Development Proposal (HUD):** A HUD standard application including a written narrative describing the development project, business and legal evidentiary documents, submitted to HUD to assess the viability and financial feasibility of the project, and to obtain HUD authorization to proceed with the expenditure of HUD funds as part of a financial closing.

**Moving to Work (MTW):** the MTW designation is a HUD demonstration program for public housing authorities that provides them the opportunity to design and test innovative, locally designed strategies that use Federal dollars more efficiently, help residents find employment and become self-sufficient, and increase housing choices for low-income families. MTW allows PHAs exemptions from many existing public housing and voucher rules and provides funding flexibility with how they use their Federal funds.

**MWDBE:** Minority, women, and disadvantaged business entities.

**Neighborhood Planning Unit (NPU):** Sanctioned by the City of Atlanta, the Neighborhood Planning Units (NPU) are the official avenue for residents to express concerns and provide input in developing plans to address the needs of each neighborhood. **NPU-G** is the designated NPU for the Bowen area on the Westside.

**NPU-G BluePrint Plan:** The document is the update to the NPU-G 2010 Master Plan that defines the communities' vision for the neighborhood transformation. The plan is a component of the City of Atlanta Comprehensive Development Plan. It forms the strategies and is the foundation for the Bowen Choice Neighborhoods Transformation Plan.

**Partnership Agreement:** An agreement between AH and Development Partners that outlines how the



partnership will be structured for each Project. It specifies each partner's ownership interests, role, responsibilities, and capital contributions.

**Phase:** Describes the division of the Bowen Site into smaller developable areas that are each comprised of a number of Projects.

**Project:** Describes a portion of the Bowen Development within a specific Phase of Development that is characterized by one financial closing.

**Proposals:** Responses to this Request-For-Proposals (RFP).

**Regulatory and Operating Agreement (R&O):** An agreement between HUD and AH that governs the operations and funding of the ACC units within the development project, until each Project converts to RAD.

**Rent Restricted Units:** Units reserved for households earning up to and including 80% of the HUD Area Median Income that are not subsidized; instead, they are rent restricted based on a funding source other than LIHTC or AH rental subsidy.

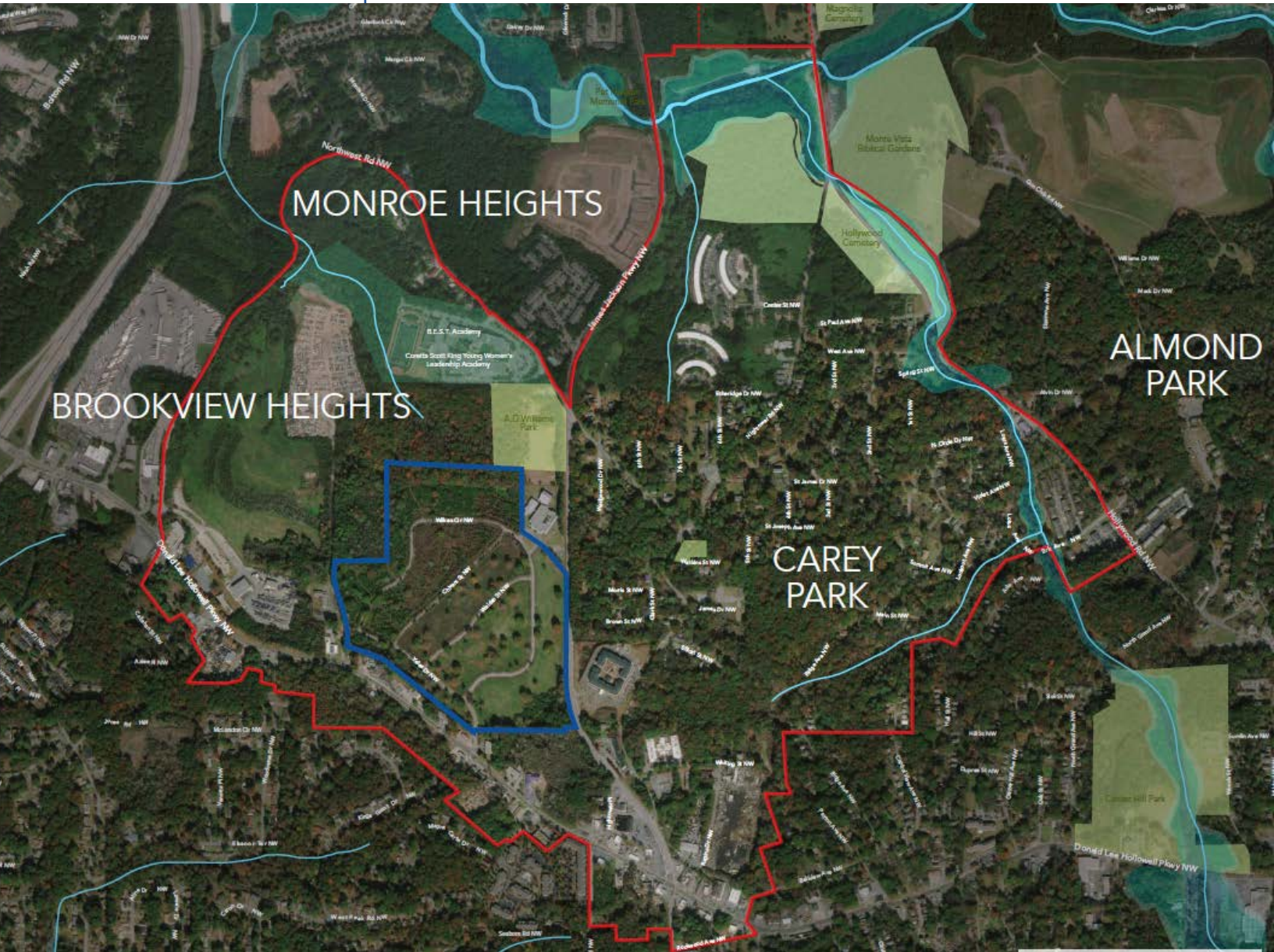
**Rental Assistance Demonstration (RAD):** RAD allows public housing agencies to leverage public and private debt and equity in order to reinvest in the public housing stock by moving units from Section 9 ACC Operating Subsidy to a Section 8 platform with a long-term contract that, in accordance with the RAD Use Agreement, must be renewed upon each extension or renewal of the Housing Assistance Payment (HAP) Contract.

**Rental Assistance Demonstration (RAD) Use Agreement:** HUD document specifying the affordability and use restrictions on the covered project, which will be coterminous with the HAP Contract and must be recorded in a superior position to any new or existing financing or other encumbrances on the project.

**Respondents:** Qualified developers or development teams submitting proposals in response to this RFP. The **Selected Respondent** is that Respondent who is recommended by the AH RFP Evaluation Committee to the AH Board of Commissioners for award of the contract.

**RFP:** This Request for Proposals.

# 1 OVERVIEW



**BOWEN** CHOICE  
NEIGHBORHOOD  
An Atlanta Housing Initiative

Sponsored by the U.S. Department of Housing and Urban Development

## 1.1 Document Guide

The following Request for Proposals document is divided into 11 sections as outlined below.



### 1 OVERVIEW

Provides a summary of the Development, reviews the purpose of the Request for Proposals including submission instructions and a schedule of events.

Provides a summary of the Choice Neighborhoods Implementation Grant Program.



### 2 SITE & NEIGHBORHOOD

Summarizes the Development Site boundary and its history. This section highlights the context and amenities offered in the Bowen Homes area of the Westside of Atlanta including the neighborhood of Carey Park, and provides current demographics of the neighborhood. Other recent and proposed developments surrounding the Project Site are summarized in this section.



### 3 AH & DEVELOPER TYPICAL ROLES & RESPONSIBILITIES

Outlines the typical roles and responsibilities of Atlanta Housing and its development partners.



### 4 DEVELOPMENT TEAM CAPACITY & EXPERIENCE

Explains the requirements for Respondents to meet the threshold requirement for financial position and capacity to execute the proposed program.

Describes the submission requirements to demonstrate the Development team's comparable project experience.



### 5 DEVELOPMENT PROGRAM OVERVIEW

Requests the Respondent's overall vision for the Project Site, which are consistent with AH's development objectives, the development concept, development implementation schedule, and community and stakeholder engagement strategy.



### 6 OWNER ENTITY STRUCTURE, FINANCIAL PLAN, & AH FEES & FINANCIAL PARTICIPATION

Requests information on Respondent's proposed owner entity structure for each Project, financial plan, unit mix and affordability, ground lease valuation, and value creation / returns to AH (Fees & Financial Participation).



### 7 PROPERTY MANAGEMENT PLAN

Explains the requirements for Respondents' residential and commercial property management plans.



### 8 OPPORTUNITY & INCLUSION PLAN

Details Atlanta Housing's Opportunity & Inclusion Policy, and HUD Section 3 requirements. Requests Respondent's proposed Outreach Employment & Contracting Opportunity Plan.



### 9 SELECTION PROCESS

Explains the selection process Atlanta Housing will use to select a qualified Respondent for the Project Site, and provides detailed information on requirements to submit.



### 10 SCORING & EVALUATION CRITERIA

Lays out the evaluation criteria Atlanta Housing will use to score responses.



### 11 APPENDICES

Section with additional information.



## 1.2 Invitation to Respondents

The Housing Authority of the City of Atlanta, Georgia, ("Atlanta Housing" or "AH") is pleased to issue this Request for Proposals ("RFP") for the redevelopment of the approximate 74-acre former Bowen Homes public housing site, located on the Westside of Atlanta, Georgia, adjacent to the Carey Park neighborhood. The property is vacant and ready for a development that will transform this part of the Westside with market-quality affordable housing in a mixed-use, mixed-income and amenity-rich setting, offering economic opportunity for legacy residents, the former Bowen Homes residents, and new residents of the area.

Responses to this RFP (the "Proposal") to redevelop the former Bowen Homes (the "Development") will be accepted from qualified developers or development teams (the "Respondents") with a successful record of developing and operating innovative and groundbreaking mixed-use, mixed-income developments in underserved areas that catalyze investments to reinvigorate the surrounding neighborhood. Prior successful experience working with HUD redevelopment grant programs such as HOPE VI and Choice Neighborhoods is desirable. **Responses to this RFP are due on January 17, 2022.**

AH envisions the Development to contain a vibrant mix of uses, including but not limited to:

- Mixed-income rental units
- Mixed-Income homeownership units
- Multiple commercial uses
- Integrated open space, parks, greenspace and recreational areas
- Green and resilient building construction with green infrastructure and sustainable storm water management
- Pedestrian connectivity within the Development and to the adjacent city of Atlanta Park / Recreation Center and A.D. Williams elementary school (currently vacant), as well as external connectivity (both pedestrian and vehicular) to surrounding neighborhoods and thoroughfares
- Community uses including but not limited to meeting space, environmental education, childcare, workforce, health and education centers

## 1.3 Purpose of RFP

Serving approximately 50,000 people, AH is the largest housing authority in Georgia and one of the nation's largest. AH is organized under Georgia law to develop, acquire, operate, and lease affordable housing for low-income families. AH's ability to adapt to change by cultivating strategic partnerships and developing innovative solutions has made AH the national leader in developing affordable housing, mixed-income developments, and community transformation. In recognition of AH's ranking as a High Performing public housing agency, the US Department of Housing and Urban Development ("HUD") selected AH to participate in the innovative Moving to Work (MTW) Demonstration Program. The MTW demonstration program gives AH the flexibility to design and test creative approaches to providing quality, affordable housing, facilitating self-sufficiency, and achieving greater efficiency and effectiveness. AH's MTW Plans and Reports are available on the AH website at [www.atlantahousing.org/reports](http://www.atlantahousing.org/reports). Search for "MTW Annual Plans and Reports" to learn more about AH's guiding principles, strategies, and accomplishments.

Consistent with its strategic goals and agency mission, AH has traditionally worked with private sector development partners to redevelop its former public housing sites to incorporate mixed-income residential development with place-based community development strategies that will yield neighborhood transformation and advance community-based education, health, and economic opportunities for residents. These visionary projects are typically funded with a combination of U.S. Housing and Urban Development ("HUD") funds, Department of Community Affairs ("DCA") Low Income Housing Tax Credit equity ("LIHTC") and / or tax exempt bonds, private sector partner debt and equity, as well as sources from the City of Atlanta, Foundations and other non-profits as funds are available. The HUD funds are typically sourced from HUD redevelopment grant programs such as HOPE VI or Choice Neighborhoods when AH is awarded a grant and / or from available AH Moving To Work ("MTW") funds and are used to construct a portion of the affordable housing component of the Development.

**AH is seeking a \$50M award of Choice Neighborhoods Implementation Grant ("CNIG") funds available under the FY 2021 Notice of Funding Opportunity (NOFO) issued on November 17, 2021 by HUD [https://www.hud.gov/sites/dfiles/PIH/documents/Foa\\_Content\\_of\\_FR-6500-N-34.pdf](https://www.hud.gov/sites/dfiles/PIH/documents/Foa_Content_of_FR-6500-N-34.pdf). AH is seeking**

Development Partners to redevelop the former Bowen Homes site, and if awarded a CNIG, to serve as the Housing Implementation Entity and implement the on-site mixed-use Projects, including rental and for-sale housing. The grant application submission is due on February 15, 2022. HUD anticipates the grants will be awarded in September 2022 with a term of completion for the CN Phase (known as "Phase 1") to be 2028.

The approximate 74-acre Bowen Site will be subdivided into Phases of development, with the first Phase being that portion to be undertaken using the Choice Neighborhoods funds, if awarded. Each Phase will have a number of Projects with separate financial closings. It is anticipated that other Phases of the Development will run concurrently but may not receive HUD CNIG funds.

Respondents to this RFP should review the 2021 HUD Notice of Funding Availability for the Choice Neighborhoods Implementation Grant located at:

[https://www.hud.gov/sites/dfiles/PIH/documents/Foa\\_Content\\_of\\_FR-6500-N-34.pdf](https://www.hud.gov/sites/dfiles/PIH/documents/Foa_Content_of_FR-6500-N-34.pdf)

## 1.4 The Bowen Choice Neighborhoods Program

The Choice Neighborhoods Program leverages significant public and private dollars to support locally driven strategies that 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 revitalizes distressed HUD housing and addresses the challenges in the surrounding neighborhood. The program helps communities transform neighborhoods by revitalizing severely distressed public and/or assisted housing and catalyzing critical improvements in the neighborhood, including vacant property, housing, businesses, services and schools.

Choice Neighborhoods 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 outcomes of households living in the target housing related to employment and income, health, and children's education; 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.

In December 2020, AH was awarded a \$450K Choice Neighborhoods Planning Grant ("CNPG") from HUD to create a Neighborhood Transformation Plan (NTP) for the former Bowen Homes Site, the adjacent Carey Park neighborhood and a portion of the Donald Lee Hollowell Parkway. The planning grant sunsets in December of 2022. Choice Neighborhoods Planning Grants support the development of comprehensive neighborhood revitalization plans which focus on directing resources to address the three core goals of HUD noted above. To achieve these core goals, communities must develop and implement a comprehensive neighborhood revitalization strategy, or Transformation Plan. The 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.

In the case of the redevelopment of the Bowen Site, by and through community engagement, AH expanded the Transformation Plan created by NPU-G in 2010 (The NPU-G Blueprint Plan), updated it in 2018, and adopted it in 2021 as part of the City of Atlanta Comprehensive Development Plan. A copy of the document is located in *Appendix A: NPU-G Blueprint Plan*. The NPU-G Plan serves as the foundation on which the CN NTP is built-out, providing greater detail on the work plan, establishing additional funding and partnerships and including the former Bowen Homes residents in the community engagement process. AH participated in the creation of both the 2010 and 2018 plans. The CN Transformation Plan that will be the basis for implementation of the strategies set forth in the NPU-G Blueprint Plan with detailed action plans related to those strategies based on input from the former Bowen Homes residents and community residents received as part of the CNPG.

Choice Neighborhoods Implementation Grants support those communities that have undergone a

comprehensive local planning process and are ready to implement their “Transformation Plan” to redevelop the neighborhood. **Because of the years of community engagement and alignment of the neighborhood transformation plans and the Choice Neighborhoods Neighborhood Transformation Plan (“CN NTP”), AH intends to apply for a FY2021 Choice Neighborhoods Implementation Grant for \$50M to redevelop the former Bowen Homes site and surrounding area to bring much needed investment and equitable development into the area.**

**Working with the Selected Respondent, AH intends to advance the redevelopment of Bowen Homes whether awarded a Choice Neighborhoods Implementation Grant or not.**

## **1.5 City of Atlanta Affordable Housing Crisis**

The redevelopment of the Bowen Site offers a tremendous opportunity to increase the supply of affordable housing now with an equitable mixed-income, mixed-use, mixed-finance redevelopment plan. The need to advance redevelopment, identifying unique and innovative funding opportunities, such as a HUD Choice Grant, as well as other usual and customary private and public sources of debt, equity and tax credit financing and a Development Partner, is especially critical as the City of Atlanta is in the midst of an affordable housing crisis. As market-rate developments continue to dominate the real estate market, the need for new, quality, affordable housing with market rate amenities has been hampered by the limited availability of Low Income Housing Tax Credits (LIHTC) and other affordable housing funds. Atlanta is one of the areas of the state significantly impacted by the COVID-19 pandemic. Along with the greater public health and economic impacts of the virus, COVID-19 has exacerbated underlying inequities that are pervasive in communities of color that have experienced historical disinvestment. These underlying issues include but are not limited to entrepreneurship and business development opportunities, unequal access to safe open space, and secure, affordable and healthy housing.

The real estate market on the Westside of Atlanta where Bowen Homes is located is strong, with changing demographics and real estate values reflecting the influx of new residents and industries such as Microsoft. This has resulted in pressure on the legacy residents of the area, gentrification and a limited supply of quality affordable housing.

This RFP strives to address these inequities by implementing strategies that are responsive to the expressed community needs and intensified socioeconomic challenges that many face in the neighborhood - as contained in the NPU-G Blueprint Plan and CN NTP. AH’s neighborhood revitalization strategy is present in its mixed-income real estate development model, requiring a portion of units in residential communities to be set aside for households earning up to 80% of HUD area median income (“AMI”), in addition to market-rate units.

The need for equitable, diverse communities with affordable housing has never been greater as documented in the City of Atlanta One Atlanta Housing Affordability Action Plan, located at <https://www.atlantaga.gov/home/showpublisheddocument/42220/636954406698800000> and the One Atlanta Economic Mobility, Recovery & Resiliency Plan located at [https://www.investatlanta.com/assets/9.16\\_updated\\_final\\_one\\_atlanta\\_plan\\_bzJWRVg.pdf](https://www.investatlanta.com/assets/9.16_updated_final_one_atlanta_plan_bzJWRVg.pdf)

The One Atlanta: Housing Affordability Action Plan outlines a way to be more resilient in economic downturns, build intergenerational wealth and achieve economic mobility. 13 specific pathways were identified that contribute to economic mobility. This RFP supports the implementation of the vision and action plans of the City of Atlanta as captured in these documents.

## 1.6 Submission Instructions

### Package

1. One (1) PDF file containing all components of the Submission,
2. Separate files for each individual tab of the Proposal,
3. Underwriting workbook must be submitted in an individual PDF file, and as an excel workbook unlocked to the extent the copy feature is enabled, and
4. All PDFs must be searchable.

The following information must be clearly labeled on the front page of each submission:

- Project Title,
- Respondent Name & Development Team Lead Members,
- Bowen Redevelopment Site, and
- Submission Date.

### Submission Requirements

Respondent's initial Proposals must be submitted electronically online through AH's approved electronic sourcing tool, Jaggaer, in accordance with the instructions contained herein. Submittal of proposals by hardcopy, facsimile or email transmission is not acceptable, and any proposal so transmitted may be rejected as non-responsive, unless authorized in writing by Atlanta Housing, at its sole discretion.

AH reserves the right to:

- Reject any or all offers, discontinue this RFP process and re-publicize this RFP without obligation or liability to any potential Respondent,
- Accept other than the lowest priced offer, and
- Award a contract on the basis of the criteria published herein and upon further discussions, interviews, and/or requests for Best and Final Offers.

### Due Date

**Monday, January 17, 2022** by 3:00 P.M. Eastern Standard (EST) Time.

Proposals not completely uploaded to the electronic system prior to the submission close date and time may not be received by AH. By submitting a response to this RFP, the Respondent is acknowledging that the Respondent:

- Has read the information and instructions; and,
- Agrees to comply with the information and instructions contained herein.
- Each proposal, materials and related information submitted to AH in response to this RFP shall become the property of AH. Selection or rejection of a proposal does not affect this right.

## Development Site Visit

- **Date: Wednesday, December 15, 2021**
- Time: 12:00 PM to 1:00 PM EST
- Location: [Bowen Homes Branch Library](#)  
[2880 Yates Dr. NW, Atlanta, GA 30318](#)

The Development Site Visit will occur immediately following the Pre-Proposal Conference on **Wednesday, December 15, 2021**, from 12:00PM to 1:00 PM. All attendees will be required to wear protective face coverings or masks during the site walk. Additionally, AH requests that no more than two representatives from the Respondent team attend the site visit in order to adhere to proper social distancing guidelines.

If deemed appropriate, AH will allow for a second site visit if a number of Respondents request other members of their team to walk the site and/or there are several teams unable to walk the site on the day of the Pre-Proposal Conference. AH reserves the right to determine if a second site visit is needed and will provide the date and time through issuance of an addendum.

## Pre-Proposal Conference

- **Date: Thursday, December 16, 2021**
- Time: 9:30 AM to 11:00 AM EST
- Location: via Live Zoom conference call

A Pre-Proposal Conference will be held via Zoom conference call. Atlanta Housing strongly recommends that interested Respondents attend this informational meeting. This will be the only opportunity to ask questions and receive immediate, real-time answers regarding the RFP. To ensure attendance at the pre-submission conference, those interested must RSVP for this pre-submission informational meeting at [Sopheria.Lambert@atlantahousing.org](mailto:Sopheria.Lambert@atlantahousing.org). As the Pre-Proposal Conference is on Zoom, all attendees will be required to register through Zoom. Sopheria Lambert will provide Zoom call credentials once a registration is received.

If you cannot participate in the online conference, responses to all timely submitted inquiries will be collectively provided in an addendum to be posted through Jaggaer.

## Communications

To maintain a fair and impartial competitive process, AH and any outside consultants assisting AH with this solicitation shall avoid private communication concerning this procurement with prospective Respondents during the entire procurement process. From the issue date of this RFP until the announcement of the final award, Respondents are not allowed to communicate about this RFP for any reason with any AH staff and outside consultants assisting AH with this solicitation except:

- Through the AH RFP Point of Contact:
  - Sopheria Lambert, Purchasing Analyst,  
[Sopheria.lambert@atlantahousing.org](mailto:Sopheria.lambert@atlantahousing.org);  
(404) 685-4892
- Designated AH/Consultant participants in negotiations; and
- As otherwise specified in this RFP.

Except as expressly permitted above, all other communications are prohibited, including but not limited to in-person contact, telephonic communications, emails, faxes, letters, and personal meetings for purposes such as lunch, entertainment, or otherwise. AH reserves the right to reject the Proposal of any Respondent violating this provision.

## Questions/Clarifications

Questions must be submitted electronically through the Questions & Answers Board ("Q & A Board") associated with this event. All interested parties must log in to AH's Business Management Portal to access the Q & A Board. The deadline for submission of questions and/or requests for additional information is 12:00 P.M. Eastern Standard Time, **Thursday December 23, 2021, 2022**. AH will not respond to requests for information after the date stated above.

Neither AH nor the Point of Contact for this event will acknowledge receipt of or respond to any questions and/or requests for additional information via e-mail or alternate methods of communication other than stated above. Responses to these questions will be addressed in writing and issued as an addendum to this RFP through the Business Management Portal.

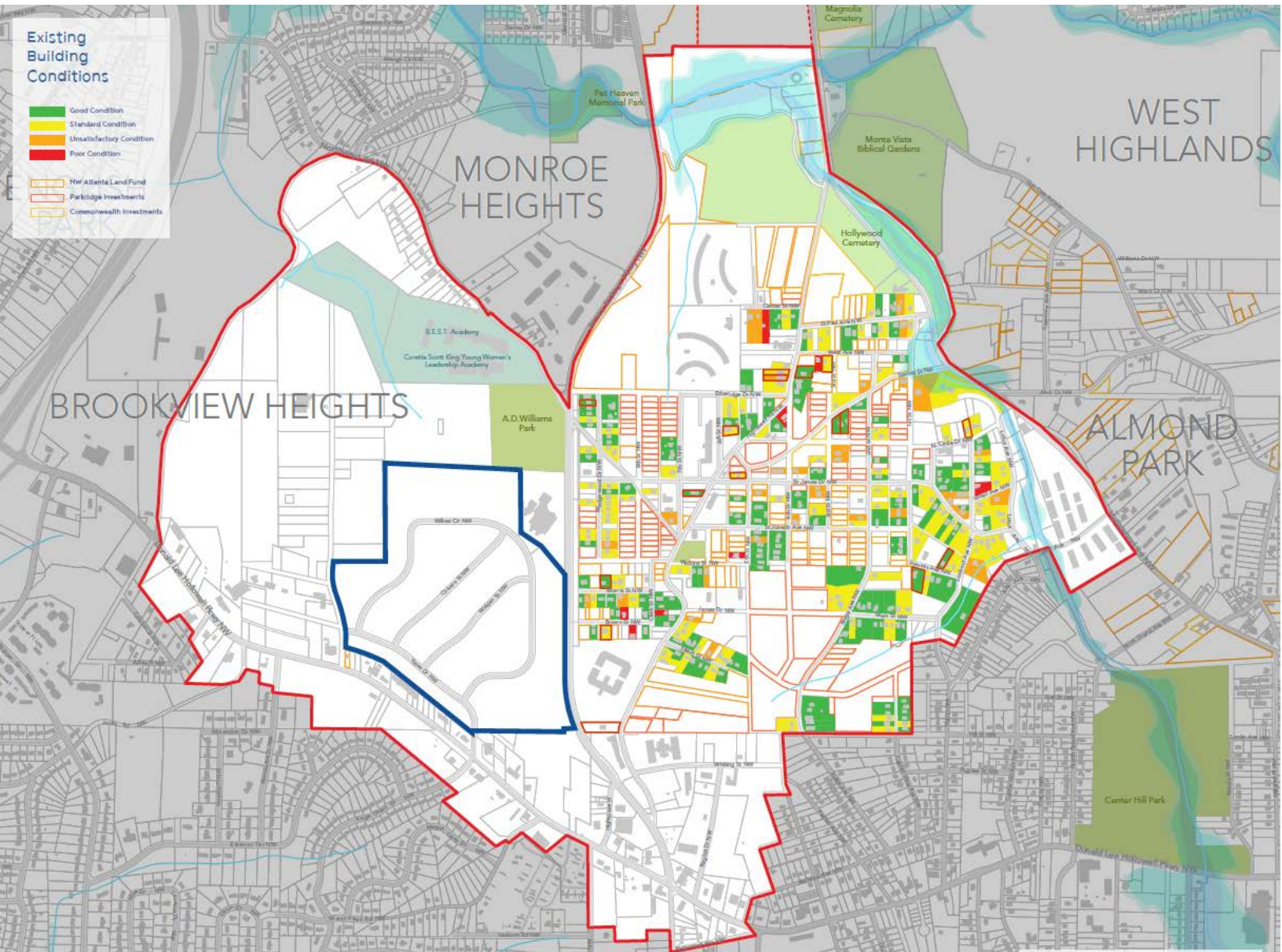


## 1.7 Schedule of Events

| <b>Event</b>   | <b>Date</b>  |
|--|--|
| <b>RFP Issued</b>  | <b>Wednesday, 12/9/21</b>                          |
| Scheduled Site Visit   | Wednesday, 12/15/21<br>12:00 Noon to 1:00 P.M. EST |
| Pre-Proposal Conference (Zoom)   | Thursday, 12/16/21<br>9:30 A.M. to 11:00 P.M. EST  |
| Respondent Questions and/or Inquiries Due  | Thursday 12/23/21 3:00 P.M. EST                    |
| AH Issues Addendum<br>(including release of CAD files)                             | Wednesday, 12/29/21                                |
| <b>Response to RFP Due</b>   | <b>Monday, 1/17/22 3:00 P.M. EST</b>               |
| Competitive Range Respondents Contacted<br>to Schedule Interviews and Negotiations | Wednesday, 1/19/22                                 |
| <b>Interviews &amp; Negotiations</b>   | <b>Thursday - Friday 1/20-1/21/22</b>              |
| AH Issues Request for Best and Final Offers  | Monday, 1/24/22                                    |
| Best and Final Offers Due  | Tuesday, 1/25/22                                   |
| Evaluation Committee Recommends Developer  | Tuesday, 1/25/22                                   |
| <b>AH Board Approves Selection of<br/>Developer and Deal Terms</b>                 | <b>Wednesday, 1/26/22</b>                          |
| Master Development Agreement Executed  | Friday 4/22/22                                     |

AH reserves the right, at its sole discretion, to adjust this Schedule of Events as it deems necessary. If necessary, AH will communicate adjustments to any event in the Schedule of Events in the form of an addendum to this RFP. Addenda to this RFP will only be posted on AH's website and through the Business Management Portal.

# 2 | SITE & NEIGHBORHOOD



## 2.1 Site Profile and Historical Background

### 2.1.1 Development Site History

Bowen Homes was built in 1964 as a model suburban community with its own school and library. At one time approximately 4,000 residents lived here, supporting family businesses that developed along Bankhead Highway (now Donald Lee Hollowell Parkway). The demolition of the Bowen Homes public housing property in 2009 marked the culmination of years of decline and disinvestment in Atlanta's northwest side beginning with white flight in the late 1960s, escalating with the rise of crime and poverty in the 1970s and 1980s. This area would eventually become the music industry's shorthand for troubled neighborhoods plagued by gangs, a common theme of Hip-Hop artists, several of whom grew up in Bowen Homes. These artists are now reinvesting in the community and new market rate development is pushing westward toward Bowen.

Bowen Homes was built with 650 units with a mix of 1, 2, 3 and 4-bedroom units, located in 102 buildings. There were several non-residential buildings including a community building and day-care center. While the design and construction of Bowen Homes represented contemporary building practice for its time, its small units, garden-style layout and limited connectivity contributed to its physical isolation and its inability to accommodate evolving family characteristics. Plagued by crime and deterioration and stigmatized as "the projects", Bowen Homes was demolished in 2009, as approved by HUD in 2008.

Bowen Homes was the last major family housing project in Atlanta to be razed. In the year prior to Bowen's demolition, it experienced 168 violent crimes, including five murders, in a six-month period. This toxic situation took its toll on the adjacent Cary Park neighborhood, which still suffers from a poverty rate of over 54% and a long-term vacancy rate of almost six times that of Fulton County. With vacant lots and boarded-up homes, unpaved or abandoned streets, few sidewalks, and areas prone to illegal dumping, Carey Park has yet to emerge from the shadow of Bowen Homes – although developers and investors have purchased land in the neighborhood with the intention of redevelopment in the near term. Equally troubling is the decline in business along Hollowell Parkway where Bowen Homes' residents conducted their daily business and provided a customer base for local shops. With relocation, the bottom dropped out of the retail market; and businesses closed. The majority of large businesses remaining are those tied to the former Watts Road Landfill and Interstate 285 - auto salvage yards, used tire stores, and truck stops.

The only witnesses to the troubled existence of Bowen Homes are the trees that once shaded courtyards, now surrounded by a meadow that has reclaimed the 74-acre site. The rolling topography and urban forest that covers Carey Park masks the density of its lot pattern, underscored by the remains of a 1950s shopping center that now holds the area's only grocery as well as an abandoned school. This was a real community at one time. The unique pattern of streets, the small streams flowing to picturesque Proctor Creek, the interesting design of the apartment complexes, the historic cemeteries - all provide an image of a neighborhood that is still special, even though it is concealed by kudzu and the memory of its past struggles with problems beyond its control.

Today with new development pushing into the Westside, gentrification and the forces of displacement in the Westside neighborhoods that surround Bowen Homes are again at play. Bowen Homes and its surroundings represents an unparalleled opportunity to create value, restore prosperity, security and housing equity to a part of Atlanta that has struggled for decades to keep even with the rapid growth of the city as a center for business and innovation. The Bowen Choice Neighborhoods Implementation Grant is a chance to accelerate the redevelopment with public investment attracting and leveraging private sector investment to transform the area.

Aside from the large green space that currently envelopes the Bowen Site, other existing assets in the immediate vicinity include the Coretta Scott King Young Women's Leadership Academy; the A.D. Williams Park and recreation center; the two closed public school facilities; the recent Avalon Park and Remington apartments; the Pruitt Health senior care facility; and the many churches scattered throughout. Perhaps its strongest asset, however, are the people who are committed to bringing change to the area. For example, it was grassroots efforts of groups like the West Atlanta Watershed Alliance that began restoring nearby Proctor Creek to its natural state; transforming it from a heavily polluted stream and local dumping ground into a remediated and restored to a linear park.

For additional information about the neighborhood, please refer to the maps located in [Appendix B: Neighborhood Maps](#).

## 2.1.2 Site Conditions

**The approximate 74-acre Bowen Site will be subdivided into Phases of development, with the first Phase being that portion to be undertaken using the Choice Neighborhoods funds, if awarded. Each Phase will have a number of Projects with separate financial closings.** It is anticipated that other Phases of the Development will run concurrently but may not receive HUD CNIG funds. A copy of the Bowen Civil Survey drawings are provided in [Appendix C: Bowen Civil Survey](#).

## Environmental Assessments

In September 2018, a Phase I Environmental Site Assessment (ESA) was conducted by Wenck Inc. (Wenck) and identified several Recognized Environmental Conditions (RECs) at the Site. A Phase II ESA was conducted at the Site in November 2018 to evaluate the identified RECs. One of the soil borings installed during the Phase II ESA identified the presence of buried debris at the Site. A soil sample collected from that boring had detections of lead [435 milligrams per kilogram (mg/kg)] and silver (12.70 mg/kg) above their respective notification concentrations (NC) as defined in the Georgia Environmental Protection Division (GA EPD) Rules for Hazardous Sites Response, Chapter 391-3-19. Additionally, a soil vapor sample collected nearby had a methane detection at a concentration of 450,000 parts per million (ppm). A Hazardous Site Response Release Notification/Reporting Form was submitted to GA EPD Response and Remediation Program (RRP) on January 15, 2019 with a request for a 90-day deferment period to conduct additional investigation on the Site.

Wenck performed a supplemental Phase II ESA at the Site in April 2019. The investigation focused on the northwestern corner of the Site. The Supplemental Phase II ESA consisted of test pits to attempt to delineate the horizontal and vertical extent of the debris and likely associated soil exceedances as well as to conduct additional screening for methane in soil vapor. Test pit activities during the Supplemental Phase II ESA largely delineated the debris to the east and south of the original soil boring. Delineation to the west was limited by the property boundary, and vertical and horizontal extent of debris was not determined to the north of the original soil boring. Additionally, the soil vapor screening identified areas containing elevated concentrations of methane are co-located with areas containing buried debris.

AH requested a meeting with representatives of the GA EPD to discuss the 90-day deferment and options for AH. On April 11, 2019, AH had a meeting with representatives of the GA EPD. GA EPD indicated that AH could remediate the Site to the NCs, as well as remove buried debris and address methane in soil vapor as part of the redevelopment anticipated via the RFP. These activities would take longer than 90-days and therefore would need to be implemented under a Corrective Action Plan (CAP) describing how the Site will meet the NCs along with a proposed milestone schedule. Alternatively, AH could enter the Voluntary Remediation Program (VRP), which is a risk-based program where institutional and engineering controls could be used to address Site conditions. The VRP application was submitted in November 2019, and on December 21, 2020, EPD accepted the Site into the VRP.

In October 2019, Oasis Consulting Services (Oasis) was retained by AH to conduct this additional test pit delineation on the northwest portion of the Site and help prepare the request for task order proposal documents. In December 2021, AH executed a task order with Stantec (formerly known as Wenck) to provide environmental remediation design and construction oversight services.

The relevant environmental reports can be found in [Appendix D: Environmental Reports](#).

**AH will be performing the environmental remediation for the entire Site and covering all associated costs of remediation prior to the first Project's financial closing.**

## 2.3 Site Context

The Development Site is located on the Westside of Atlanta, in an area experiencing growth in the recent years,



particularly with the expansion of industry to the Westside – including Microsoft. See additional context data below in Table 1.

|  |   |
|--|---|
| Neighborhood/ NPU                      | Bowen Homes and Carey Park / NPU G  |
| City Council District / Representative | District 9 / Dustin Hillis  |
| Area Stakeholders                      | NPU-G leadership team; Georgia Conservancy; MARTA; City of Atlanta; Grove Park Foundation; ParkPride; Invest Atlanta; |
| Current Zoning                         | RG-3 (General Residential - Sector 3)   |
| Future Zoning                          | Mixed Residential/Commercial  |
| Current Land Use                       | Mixed-Use High-Density  |
| Future Land use                        | Mixed-Use High-Density  |
| Adjacent Land Uses                     | Mixed-Use High-Density; Community facilities; Open Space;   |
| Parks/ Trails                          | AD Williams Recreation Center   |
| Proximity to Highways                  | Less than 1-mile to I-285   |
| Proximity to Public Transportation     | MARTA Bus 50, 853   |
| Elementary School                      | Boyd ES   |
| Middle School                          | Harper Archer MS  |
| High School                            | Douglas HS  |

## 2.4 Neighborhood Profile

The Bowen Choice Neighborhood is a 1.17 square mile area located about five miles west of the central business district. The boundary incorporates a portion of the **Donald Lee Hollowell Tax Allocation District (TAD)** to the south; the Carey Park neighborhood to the east; Proctor Creek and two tributary streams to the north / northeast / northwest; and the Watts Road landfill and auto salvage yard to the west. Besides the TAD, the area includes a portion of a **federally designated Opportunity Zone**. There are just over 2,000 people living in the study area today in approximately 600 households. 96% of the population is African-American, and the median age is just over 25 with females outnumbering males by almost 14 points. The per capita income is \$11,383, which is 24% of the City of Atlanta; half of the area households live below the poverty level. Occupied housing units split between 25% ownership and 75% rental.

TABLE 2: NEIGHBORHOOD PROFILE

| Demographic Category                           | Bowen Site<br>1 Mi. Radius | Bowen Site<br>3 Mi. Radius | Atlanta   |
|--|----------------------------|----------------------------|-----------|
| <b>Location Characteristics</b>                |                            |                            |           |
| Square miles                                   | 3                          | 28                         | 136       |
| Acres  | 1,990                      | 17,975                     | 87,238    |
| <b>Population Characteristics</b>              |                            |                            |           |
| Total Population (2010)                        | 8,950                      | 55,558                     | 420,003   |
| Total Population (2020)                        | 9,435                      | 60,590                     | 498,511   |
| Total Population (2025)                        | 9,765                      | 63,042                     | 537,765   |
| Total Households                               | 3,678                      | 23,710                     | 223,720   |
| Housing Density (Units / Acre)                 | 1.85                       | 1.32                       | 2.56      |
| Median Age                                     | 34                         | 34                         | 36        |
| Below 18 Years of Age                          | 27%                        | 28%                        | 21%       |
| Above 65 Years of Age                          | 18%                        | 14%                        | 14%       |
| Average Household size                         | 2.5                        | 2.5                        | 2.0       |
| <b>Income</b>                                  |                            |                            |           |
| Median Household Income                        | \$37,076                   | \$43,637                   | \$71,628  |
| Average Household Income                       | \$50,714                   | \$76,939                   | \$116,260 |
| Families Below Poverty                         | 29%                        | 25%                        | 21%       |
| <b>Housing</b>                                 |                            |                            |           |
| Median Homeowner Property Value                | \$170,082                  | \$244,483                  | \$384,325 |
| Average Household Rent                         | \$901                      | \$932                      | \$1,598   |
| Renters paying more than 30% Of Income on rent | 66%                        | 61%                        | 48%       |
| Ownership Rate                                 | 43%                        | 48%                        | 44%       |
| Vacancy Rate                                   | 16%                        | 12%                        | 12%       |
| <b>Education and Employment</b>                |                            |                            |           |
| <b>Est. % of Population Age 25+</b>            |                            |                            |           |
| At least High School Diploma or GED            | 87%                        | 87%                        | 92%       |
| At least Bachelor's Degree                     | 25%                        | 31%                        | 53%       |
| At least Graduate/Professional Degree          | 9%                         | 12%                        | 24%       |
| Unemployment Rate                              | 12%                        | 10%                        | 5%        |

SOURCES

Location Characteristics: City of Atlanta and KB Advisory Group estimates

Population Characteristics: [Claritas](#) 2021 unless noted in the first column.

Income: [Claritas](#) 2021 and Census American Community Survey 2019

## 2.5 Overview of Existing Plan and Projects

The Comprehensive Development Plan (CDP) for the City of Atlanta establishes a vision for the city and guides growth. The CDP considers the Project Site to be an in-town corridor character area, and denotes the future land use of the Development Site as high density mixed-use. The Development Site should also meet the needs of vehicles, public transit, cyclists and pedestrians. Additional information can be found in the following [link](#).

The Bowen Choice Neighborhood is the culmination of many prior efforts to jump start redevelopment and growth in this part of Atlanta. Its boundary includes a portion of the Hollowell / M.L. King Tax Allocation District (tax increment financing) and overlaps Atlanta's Federal Opportunity Zone, confirming that the area is an investment priority for the city. The fact that the Bowen site and surroundings are given special attention in the recent *City Design* plan and the *NPU-G Community Master Plan Update* is an indicator of not only public policy alignment; but of the recognition that growth is not far away and that planning is critical to ensure that equitable

and sustainable growth is the result. In fact, local press recently announced the sale of the nearby 70-acre Quarry Yards site – a source of gentrification concerns but also a market indicator – to a consortium that may include the Gates Foundation, for affordable housing and office development. In addition, over the last several years, Purpose Built Communities has invested time and resources into creating the Grove Park Foundation to revitalize another nearby neighborhood through the construction of a new K-8 academy, a new community wellness center, and over 100 new units of affordable housing.

While the Bowen Homes site has been vacant for over a decade, there are multiple broad, inclusive and visionary initiatives that provide an exceptional foundation for more detailed work to be undertaken through the Choice Neighborhoods initiative. In 2015, the City of Atlanta embarked on a radical new growth vision that would guide subsequent planning efforts for years to come. Known as *The Atlanta City Design: Aspiring to the Beloved Community*, it articulates an aspiration for a future city that challenge citizens to live up to five core values of *equity, progress, ambition, access, and nature*. All five values are relevant for Choice Neighborhoods. Bowen plays a major role in *City Design* as a dense activity center surrounded by preserved urban forest, with Hollowell Parkway as the area equivalent to Atlanta’s major commercial street, Peachtree Street. At a smaller scale, the recent Neighborhood Planning Unit (NPU-G) *Community Master Plan Update* amends an earlier plan done shortly after Bowen demolition. The *Update* elevates local residents’ priorities for better connectivity, high-quality redevelopment and natural resource preservation. Again, the Bowen site figures prominently in the *Update* through a Georgia Tech urban design studio focused on redevelopment strategies built around green infrastructure and traditional neighborhood design. Most recently, the natural assets of the nearby Chattahoochee River are the inspiration for the *RiverLands* plan, one of the largest open space and ecology studies in the history of the Atlanta region. In *RiverLands*, the Chattahoochee corridor transforms into a 100-mile linear network of greenways and blueways that will bring the region’s residents to the water’s edge, revealing the magic of the river. The plan incorporates NPU-G’s own linear park, the Proctor Creek Emerald Corridor, which advocates for a spur trail leading directly to the Bowen site.

These three plans figure largely in the process for the Bowen Choice Neighborhood, ensuring that the ideas captured at a conceptual level advance in detail. This also translates into the three specialized themes that tuck up under the Choice Neighborhoods umbrella: Economic Reinvestment, which covers the growth trajectory destined for the Hollowell corridor and the Bowen site as portrayed in *City Design*; Environmental Restoration, harnessing the vision of a green, clean connection to the Chattahoochee in *RiverLands*; and Education Parity, expressing the desire for resource-rich schools that anchor strong neighborhoods, a priority of the stakeholders involved in the *Update*. The themes have direct relevance to strategies for Bowen redevelopment, from addressing the abandoned retail properties on the site’s southern border, to responding to brownfield conditions at the west, to repositioning the A.D. Williams School and connecting to Carey Park.

## 2.6 Market Conditions

Recent investments in revitalization of the adjacent Grove Park neighborhood, the Proctor Creek greenway and the 300-acre West Side Park, and new housing and a branch library less than one-half mile to the north indicate market pressure – and gentrification – as has been seen in many Atlanta neighborhoods, where legacy residents have been forced to move. Bowen represents an opportunity to be catalytic in driving investment to the area, but in a thoughtful and intentional way that opens opportunity for legacy residents to live, work and thrive. See [Appendix E Draft Market Assessment](#) completed in October 2021.

## 2.7 Community Engagement

The Choice Neighborhood planning process sits atop a strong foundation of prior community-driven plans, especially the 2020 NPU-G Community Master Plan Update that laid out the strategies for the CN NTP. The stakeholder core team assembled for the NPU-G plan continued on as the community leadership group for Bowen Choice. Strengthened by the addition of several former residents of Bowen Homes, this core team has generously given their time over the last nine months by participating in a variety of input forums including:

- The Transformation Plan Steering Committee (eight meetings to date)

- Seven Focus Groups: Housing & Development, Neighborhood Housing, Economic Development, Education & Youth, Health & Wellness, Environment & Sustainability, and Mobility & Connectivity (35 total meetings to date)
- The Doing While Planning / Early Action project team (18 meetings to date)
- The October “Return to Community” event and planning workshop

In addition, many former Bowen Homes residents have been participating on a monthly basis in the Resident Advisory Committee; and several are acting as Former Bowen Resident Ambassadors to carry information about the planning process back to their communities.

All these efforts will continue through 2022 to support the redevelopment, supplemented by several other community outreach events including:

- A multiday design workshop / charrette in mid-January
- An online Community Needs Survey running through January
- An online Small Business Survey also running through January
- Input forums on AH’s interactive [www.engageatlantahousing.org](http://www.engageatlantahousing.org) website
- Hands-on community design events supporting the 2022 Early Action project



# 3 | AH & DEVELOPER TYPICAL ROLES & RESPONSIBILITIES

Over the past two decades, AH and its private sector partners have successfully created healthy and sustainable mixed-use, mixed-income communities with an economic impact on the City of Atlanta of more than \$2 billion, allowing formerly neglected areas of Atlanta to grow and prosper. With over 20 years of experience and a track record partnering with the private sector, AH has proven to be a leader in using the public-private partnership model to successfully develop and operate real estate with an affordable housing component. With the goal of providing quality affordable housing seamlessly in healthy mixed-income communities, AH works with its private sector partners and leverages all of its assets – land, MTW flexibility, know-how, access to funds, partnerships, and goodwill – to create amenity-rich, quality housing opportunities for low-income families.

The typical roles and responsibilities of AH and its Development Partner(s) are outlined in this section but are clearly defined in the terms of the documents that will govern the development and operation of the project.

### **3.1 AH ROLES AND RESPONSIBILITIES**

AH will oversee the implementation of the Development Plan from design planning through project completion per the Master Developer Agreement, approved Development Plans, schedules, and budgets, and will have final approval of the Development Plan and any subsequent amendments. AH will have representation at all project meetings and discussions regarding the redevelopment of the former Bowen homes.

As land owner and lead CNIG applicant, AH will act as master planner of the Bowen Site. AH has provided related to feasibility and master planning completed to date. **For the redevelopment of Bowen Homes, AH has provided *Appendix H: Design Guidelines* including a street framework plan and concept site development plan that suggests development pads and potential uses, and support of green infrastructure installation.**

#### **3.1.1 Contract Administrator**

As the provider of federal funds supporting the new development under the Development Plan, AH will have a contract and fiduciary responsibility to manage the expenditure of those funds in compliance with Federal regulations, requirements, and the proposed scope of work. AH is responsible for obtaining all HUD approvals necessary for implementing the Development Plan. However, to the extent that the Development Plan and/or application documents include components or information that is the particular knowledge of the Development Partner, the Development Partner will be responsible for preparing drafts of this information and/or documents necessary for AH to seek HUD's approval.

#### **3.1.2 Ground Lessor**

For rental development, AH will retain ownership of the land subject to a ground lease with a term up to 75 years. The Development Partner will construct and own the improvements. Ground leases are not assignable during the life of the ground lease.

#### **3.1.3 Ownership Entity Member**

AH or an affiliate must be included as a member of the Ownership Entity. As a joint venture Owner Entity partner, AH shall receive a percentage of equity, net distributable cash flows after debt service, and participate in all other typical components of ownership.

#### **3.1.4 Rental Subsidy Provider, Funding Source**

AH provides rental subsidy to support the units reserved for families with incomes of 80% of AMI or below. For CNIG Phases and Projects, AH rental subsidy will be in the form of Section 8 (HomeFlex). For any non-CNIG Phases, AH may provide rental subsidy in the form of HomeFlex, or Section 9 (Faircloth-To-Rad or FTR Program) with a conversion to Section 8 as approved by HUD. For non-CNIG Phases and Projects, the type of rental subsidy is at AH's discretion and/or funding availability.

AH may provide AH Loans where the need is demonstrated to support the viability and sustainability of the Project. Terms of AH Loans, and/or operating subsidy are subject to underwriting guidelines, HUD regulations and HUD final approval.

#### **3.1.5 Homeownership Land and Down Payment Assistance Provider**

Historically, AH supports the development of Affordable Homeownership units for households earning up to 80% AMI in primarily two ways: (a) providing subsidy in the form of construction and development funding, and/or reduction in the land value, secured by a forgivable loan and/or seller's note including deed restrictions regarding the resale of the property for a 20-year affordability period; or (b) providing down payment assistance up to \$20,000 to eligible homebuyers with incomes at or below 80% of AMI, and up to \$25,000 if those buyers are police, firefighters or teachers. AH's DPA program includes a 10-year affordability period.

Under the CNIG NOFO, CNIG funds may be applied towards the development of Affordable Homeownership units reserved for households earning up to and including 120% AMI. Accordingly, to support homeownership development with the CNIG Development Plan, AH will provide land for fee-simple conveyance to market rate and affordable homebuyers, and where awarded, provide CNIG development subsidy for the development of <120% AMI for-sale units. AH may also provide land and/or development subsidy in MTW funds for homebuyers earning up to 80% AMI. See Section 6.6.2 regarding methodology for land valuation, and details on AH's proposed for-sale affordability incentive tools.

### **3.1.6 Asset Management**

For rental and commercial uses, AH will provide ongoing monitoring and reporting of the project's financial, operational, and compliance performance. This will include reviewing monthly and annual audited financial statements; administering agreements; calculating and collecting fees owed to AH; conducting annual tenant file audits and physical property inspections.

### **3.1.7 Land Development**

AH will provide design ready civil drawings based on the Street Framework Plan developed as part of the CN Planning Grant work with the expectation that the Developer will prepare construction drawings based on these plans, receive ARC and City of Atlanta approvals including permits.

### **3.1.8 HUD Part 58 Environmental Review**

As found in 24 CFR parts 50 and 58, all planned development activities on properties with a HUD recorded declaration of trust or restrictive covenant, properties that will receive HUD-funded AH Loans, and/or those that receive or will receive HUD operating subsidy, must receive HUD environmental clearance prior to closing of construction financing and construction commencement. The HUD Part 58 environmental review process (HUD Part 58) is required to ensure that the proposed Development Plan does not negatively impact the surrounding environment and that the property site itself will not have an adverse environmental or health effect on end-users. The HUD Part 58 typically takes a minimum of 120 calendar days to complete, includes a Georgia Historic Preservation Division (HPD or alternately State Historic Preservation Office (SHPO)) review, and is initiated after schematic site plans have been prepared. AH will initiate and complete the HUD Part 58, in collaboration with the Respondent. Should any Adverse Effect be identified during the HUD Part 58 review process, the Respondent is expected to collaborate to work with Atlanta Housing to develop a mitigation plan to address the issues in order to obtain final approval of the HUD Part 58. SHPO may require a mitigation plan or Memorandum of Understanding between the parties to include specific components, which will be identified during the review process, if required. Until the completion of the HUD Part 58, funds (federal, private, or other) cannot be committed or expended and no site work (including property acquisition) can be undertaken on the project until the Authority to Use Grant Funds is received from HUD. Most predevelopment activities are considered exempt and are not subject to the HUD Part 58 environmental review and approval process.

### **3.1.9 Opportunity & Inclusion Program & Section 3 Monitoring**

Consistent with HUD requirements, AH is committed to providing contracting and subcontracting opportunities to small disadvantaged, minority-owned, women-owned, and veteran-owned small businesses. The MWBDE percentage participation goals are based on the total development budget, hard and soft costs. Section 3 Resident participation is also a HUD requirement for all AH development and revitalization projects. AH is responsible for monitoring the Developer's performance in meeting the above goals.

## 3.2 DEVELOPER'S ROLES & RESPONSIBILITIES

### 3.2.1 Planning & Design Activities

The Developer is responsible for Project planning, coordinating with AH's consultants on infrastructure and master planning design, and building design consistent with the requirements outlined in the RFP, and for securing all rezoning, land use permitting, and other entitlements and regulatory approvals for the masterplan that will include mixed-income rental, for-sale, and non-residential. **For the redevelopment of Bowen Homes, AH has provided *Appendix H: Design Guidelines* including a street framework plan and concept site development plan that suggests development pads and potential uses, and support of green infrastructure installation.** Respondents are invited to suggest alternate uses for development pads, and alternate Phase 1 development pad locations. However, Proposals must adhere to the street framework as provided in *SD1 – Bowen Development Framework Plan Narrative*, and *SD2 – Bowen Street & Open Space Framework* provided within *Appendix H Site Development Framework*. AH will provide support to the Developer in public outreach for the rezoning process.

### 3.2.2 Sustainable Building Certification

The Developer is responsible for achieving the highest level of sustainability with green infrastructure and green building practices, evidenced in achievement of a third party certification such as SITES (Green Building Council) for landscape, LEED, Earthcraft, Enterprise Green or other recognized sustainability rating programs. The selected Respondent is responsible for the design and commissioning process in order to secure such third party certifications.

### 3.2.3 Community & Stakeholder Engagement Strategy

Community engagement and support will be integral to the success of the Bowen Site redevelopment. Atlanta Housing's close partnership with the community will continue throughout predevelopment, construction, and operations. Under the direction of and in collaboration with AH, the Developer will engage and collaborate with the neighboring residents, former Bowen residents, neighborhood associations, the neighborhood planning unit, and other stakeholders, including HUD and the City of Atlanta, throughout the Development's life cycle. **AH is currently piloting a community engagement software program with a Bowen Homes microsite that engages with communities by providing updated news, information repository, calendar, surveys and status of development – and offering an opportunity for community members to provide input and feedback via the software program. The Respondent may access this program at <https://engageatlantahousing.org/>.**

### 3.2.4 Financing Activities

The Developer is responsible for preparing and following the overall project budget, securing all project financing for all development and construction costs associated with the Development. Should the Developer propose AH rental subsidy, AH shall be responsible for preparing and obtaining approvals from HUD.

To the extent funding is available, AH will provide funding for its pro rata share of the infrastructure costs to redevelop the former Bowen site. AH will also cooperate with Developer efforts to secure additional funding for the market rate portion of public improvement infrastructure costs. Note that costs related to specific Project land development vs Bowen site development shall be included as a Project cost.

It is the Developer responsibility to obtain construction and permanent financing via debt and/or equity, Low Income Housing Tax Credits, etc. in amounts consistent with their Proposal. Respondents must submit a term sheet and Letter of intent from all sources of funding indicating willingness to finance the construction of the Development as proposed.

### 3.2.5 Asset Management

The Developer is responsible for the following asset management functions:

- Maximize the real estate assets' performance and value that are owned and managed due to the redevelopment.
- Perform activities necessary to maximize lease-up.
- Perform budgeting and expense management, including but not limited to appropriate forecasting,

submission of income and expense statements, and annual budget.

- Perform program compliance as required.
- Submit reporting on operations as required by AH, including but not limited to the annual budget for approval by AH, monthly financial statements (Income Statement and Balance Sheet), rent rolls, property forecasting, and annual financial audits.

### **3.2.6 Compliance and Reporting**

The Developer is responsible to perform program compliance related to all funding sources and applicable laws and provide the reporting required both by AH as well as funders including but not limited to the following:

- Coordinate and report compliance activities to meet AH and other funders' requirements.
- Monitor contract compliance, preparation of all reporting to AH, HUD, investors, and other parties.
- Update and review the master "critical path" construction and overall development schedule.
- Update and review the master budget.
- Developers must adhere to all applicable Federal and State Labor compliance laws/regulations, including but not limited to Davis-Bacon and Related Acts (40 U.S.C. 3142) requirements for all construction jobs created. Developers and all tiers of subcontractors SHALL submit weekly certified payrolls and monitor and report total labor hours worked.

### **3.2.7 Regulatory Requirements**

The Developer must comply with the City of Atlanta Zoning Ordinance, the Comprehensive Development Plan, the Land Use Plan, and City Building Code. The design and construction of the Project, including the layout of units, must comply with accessibility requirements specified at 24 CFR 905.312 and 24 CFR 905.604(g) and any other requirements which apply to the specific Development.

Developers must comply with all other applicable laws and regulations including, but not limited to Davis Bacon, Environmental, the Fair Housing Act, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act, and the Uniform Federal Accessibility Standards (UFAS) and Fair Housing requirements.

### **3.2.8 Construction and Construction Management**

The Developer is responsible for the following related to infrastructure, site and building construction:

- Manage installation of all land development activities;
- Develop all on-site rental and for-sale housing and proposed amenities as required and mixed-use, retail, or commercial space relating to the Development Plan;
- Perform and/or oversee construction, either directly through an identity of interest entity or the procurement of a general contractor consistent with approved budget and schedule;
- Obtain permits, licenses, and other required approvals,
- Coordinate activities such as monitoring budgets and schedules and overseeing Section 3 and M/WBE compliance;
- Perform site remediation, improvements, and restorations as required; and
- Ensure compliance with all regulations.

### **3.2.9 Land Development**

The Developer shall be responsible for preparing construction drawings, securing financing for the market rate component of land development, and installation of public improvements and land development of the Bowen Site. Land development related to specific Projects shall be included as a Project cost.

### **3.2.10 Non-Residential Tenant Programming, Partnering and Market**

Related to all non-residential uses, including commercial and community tenants, the Developer/Owner Entity is responsible for the following:

- Competitive lease-up of space, including market analyses and marketing plans to support leasing activities.
- Create a residential and commercial tenant operation plan that details the desired tenants for operations, potential partners that could fill that tenancy, and an operations analysis of these potential tenants that ensures a financially sustainable project
- Coordinate and report compliance activities to meet funders' requirements;

### 3.2.11 Property Management

The Developer / Owner Entity will be responsible for all the day-to-day property management functions for both the residential and non-residential proposed uses. AH will provide property management oversight related to AH-Assisted Replacement Housing Units and/or AH-Assisted Replacement Housing/LIHTC Units, ensuring compliance with all applicable funding sources. The site-based administration activities related to AH subsidy include, but are not limited to, the following:

- Site-based Waiting List Administration
- Marketing
- Resident Eligibility Determination
- Property Maintenance
- Lease Administration
- Resident Concerns

#### Residential Reporting Administrative Requirements:

The Developer/Owner Entity will be responsible for reporting the following information to AH on a regular basis including but not limited to the following:

- Monthly unaudited financial statements – Balance Sheet, Income Statement, Statement of Cash Flows
- Monthly rent roll
- Monthly submission of HUD 50058 (Replacement Housing Units and AH HomeFlex Units)
- Annual audited financial statements
- Annual operating budgets
- Monthly accessibility reports

Please refer to *Appendix F: AH-Sponsored Communities Reference Guidebook*.

### 3.2.12 Homeownership Sales

Developer is responsible to develop any proposed for-sale housing to market standards and to sell those homes to both affordable and market rate buyers.

### 3.2.13 HUD Community Benefits Plan

AH must receive approval from HUD for the disposition of land (ground lease or sale). If required by HUD as part of AH's submission of a Disposition application to HUD's Special Application Center to secure such approval, Developer must diligently and in good faith cooperate and collaborate with AH to establish a Community Benefits Plan and objectives.

### 3.2.14 Master Development Agreement

The selected Respondent and AH shall enter into a Master Development Agreement (MDA) that will set forth the relationship between AH and the Developer; the roles, responsibilities, and obligations of each party to implement the Development Plan for the Bowen Site; a neighborhood and site master plan; master schedule and budget; and negotiated terms for implementation including term for master development rights.

The MDA master schedule will provide that the Respondent must complete the closing of the CNIG Phase 1 Project 1 construction financing on the Development by the end of **fifteen (15) months** from the effective date of the MDA or award of the CNIG funds, whichever is earliest, with a Notice-to-Proceed issued within 90 days of the closing date. All CNIG Phase 1 Projects including AH-Assisted Replacement Housing Units **must be completed by September 30, 2028**. If Respondents propose more than one Phase of development (comprised of multiple Project closings), Respondents must complete financial closing and construction of all development Phases within ten (10) years, at which time development rights will terminate. AH expects that multiple Projects may be under development simultaneously, and that the Development Partner maintain the same proposed master development schedule whether or not there is an award of CNIG funds.

AH requires that all developments be completed on time and within budget unless otherwise approved by AH in writing and to ensure a successful implementation. Greater consideration will be given to developments that

provide a more aggressive timetable for development based on a feasible development and financing plan. The master development schedule, and date of termination of development rights, will be memorialized in the MDA. Developer rights may be extended bilaterally upon approval of AH and by the AH Board of Commissioners, in their sole discretion.

# 4 | DEVELOPMENT TEAM CAPACITY & EXPERIENCE



## 4.1 Financial Position & Capacity (Threshold Requirement)

As part of a threshold review, financial statements will be assessed to determine the financial health of Respondents, and individuals providing guarantees for the Project. In order to meet the threshold requirement, Respondents must score at least 9 or above on the review related to financial capacity and such Proposal will undergo further review. **Responses scoring 8 or less will not meet threshold and further review of the Proposal will be suspended.**

The following factors and ratios will be considered when evaluating the financial capacity of a developer. The maximum achievable points for each factor are also provided.

- Working Capital; (5)
- Current Ratio; (2)
- Quick Ratio; (2)
- Debt to Equity Ratio; (2)
- Net worth; (5)
- History of Bankruptcy – None in the last five years. This is provided for informational purposes only and is not included in the scoring.

AH Corporate Finance team performs the review of all financial documents provided in Section A. In accordance with AH procedures, after review and analysis, all financial statements will be destroyed prior to the award of the subsequent contract(s). The Evaluation Committee will use this information only to confirm the financial capabilities to complete the Project. This information will be used for no other purposes and will remain confidential to the extent permitted by law.

### 4.1.1 Required Submission: Section A-1 Financial Position & Capacity

At a minimum, Financial Statement submissions (“Financials”) must include a classified Balance Sheet, an Income Statement, and a Cash Flow Statement. Submissions will include:

- If the Developer is corporation or partnership.
- Audited classified financial statements for the two most recent years.
- Unaudited financial statements through the end of the most recent quarter of the current fiscal. The Developer and its Chief Financial Officer, or equivalent, must include a signed statement that, to the best of their knowledge, the unaudited financial statements fairly present the financial position and results of operations for the periods submitted.
- If the Developer has not existed as a viable financial entity prior to responding to this RFP, the new entity’s principals must submit Financials as required for an individual as provided below.
- If the proposed Developer is a subsidiary of another company, the Developer will submit the parent company’s appropriate Financials as described above, and a signed statement explaining the financial relationship between the two organizations, including the degree to which the parent company will be responsible for its subsidiary’s financial liabilities.
- If an individual – IRS Form 1040, including Schedule C for the last two years and unaudited Financials through the month prior to the date of submission. The individual must include a signed statement that, to the best of his/her knowledge, the unaudited financial statements fairly present their financial position and results of operations for the period submitted.

## 4.2 Experienced Development Team

AH is seeking a qualified development team for this unique opportunity to utilize current vacant land situated on the Westside of Atlanta to develop a mixed-use, mixed-income community. Developers and team members must demonstrate the capacity and experience required to undertake the Development and to achieve AH’s programmatic goals, on schedule and within budget. **AH intends to pursue funding from HUD Choice Neighborhoods Program and the selected Respondent will serve as the Housing Implementation Entity throughout the term of the awarded CNIG if awarded.**

Developers must demonstrate experience developing mixed-use, multi-family urban projects utilizing public and private financing sources. **Experience working with HUD redevelopment programs such as HOPE VI and Choice Neighborhoods is desirable.**

#### **4.2.1 Required Submission: Section A-2 Statement of Interest & Development Summary Cover Letter**

In the form of a letter, Respondents shall include an expression of interest with a brief overview of the Proposal, providing a synopsis of the Proposal's major elements, including the development program, the qualifications of the Development Team, and financing strategy.

The Letter shall include an affirmative statement that the Respondent acknowledges that it shall be individually, and in the event Respondent is a joint venture team, collectively, responsible and accountable for the successful completion of the Project pursuant to the Development Plan as approved by AH. The Letter must be signed by an officer of the Respondent firm(s) authorized to make a binding contractual commitment on behalf of the development company.

#### **4.2.2 Required Submission: Section B-1 Respondent Entity Structure and Members**

Provide an organization chart which reflects the senior leadership of the Developer Respondent Entity. Please identify who will serve as the Lead and main point of contact through selection and execution of the MDA, and who will serve as Lead during development through stabilization.

In the event Respondent is a made up of more than one developer, provide an organization chart which reflects the proposed structure of the joint venture entity, and the senior leadership of each joint venture development firm. Additionally, **provide a letter of intent, memorandum of understanding, term sheet contingent on selection, or other legal mechanism describing the type of joint venture entity proposed, the proposed structure, and the roles and responsibilities of each party during construction and throughout operations.** In the event the Respondent is a joint venture, all original members of the joint venture developer entity must remain in their roles and maintain their responsibilities through completion of construction and stabilization. Any change in the development joint venture members and/or Project responsibilities must be pre-approved in writing by AH.

For a joint venture, the Respondent **MUST** include a legally binding agreement governing the rights and responsibilities of the parties, indicating each members role in development and asset management activities, as well as percentages of ownership.

#### **4.2.3 Required Submission: Section B-2 Developer Qualifications & Capacity**

Respondent shall provide a narrative and brief background and history of your company or companies. Narrative must describe the Respondent's:

- Experience developing at least two (2) completed high-quality mixed-use, multifamily urban projects in similar scope and scale of project proposed, specifying number of developments and units developed in the last ten (10) years; Respondent should include information if project was funded with HUD HOPE VI or Choice Neighborhood funds [if Respondent is a joint venture, include a minimum of one such example per member];
- Experience developing at least (2) completed mixed-use and/or multifamily developments utilizing multiple sources of funding, including public and private; Respondent should include information if project was funded with HUD HOPE VI or Choice Neighborhood funds; [if Respondent is a joint venture, include a minimum of one such example per member];
- Experience developing and managing commercial and/or community facility spaces in mixed-use urban projects;
- Experience with community economic development, such as investments in community programs or services;
- Experience delivering development projects on schedule and within budget; and
- Experience using sustainable and "green" building practices. Examples include LEED, EarthCraft, Enterprise Green Communities, or other nationally recognized energy saving and environmentally friendly systems.

Provide resumes of key staff members that will be the main point of contact with AH, and resumes of key staff members that will provide development and program management services described in this RFP. Include relevant experience, education, and training.

Respondents shall include a description of any project management tools that will be used to ensure an effective, collaborative, and successful public/private partnership, or examples of project management approach and the team's capacity to manage complex development projects within a public/private partnership.

In addition to the narrative above, Respondents must complete and submit *Appendix K Form-1: Development Summary* for no more than five (5) development project completed in the last ten (10) years in similar scope and scale to the proposed Development. Each Development Summary must not exceed 3 pages, including photos.

#### **4.2.4 Required Submission: Section B-3 Residential Property Manager Qualifications & Capacity**

Provide a description of the Property Management Team along with résumés of key personnel (including site staff and corporate/supervisory staff) and their experience in managing properties of a similar size and type. Indicate relevant housing certifications the management team possess such as Certified Property Manager (CPM); Housing Credit Certified Professional (HCCP), Certified Manager of Housing (CMH); etc.

Provide a brief narrative describing the experience and capabilities of the Property Management Team in managing mixed-income and/or affordable, multi-family rental properties. Identify three (3) projects within the last five (5) years that exhibit the experience most relevant to this RFP. Describe the relationship of the Property Team to the Developer.

Describe any experience working with HUD funded redevelopment projects such as HOPE VI or Choice Neighborhoods.

Please describe any uncured compliance issues on any properties managed.

#### **4.2.5 Required Submission: Section B-4 Commercial Property Manager Qualifications & Capacity**

- Provide a narrative describing the experience and capabilities of the Commercial Management Team in managing commercial retail space within a residential multi-family housing development. List and briefly describe three (3) projects managed within the last five (5) years that exhibits the Commercial Management Team's experience in managing commercial retail space focusing on the experience most relevant to this RFP.
- Provide a description of the Commercial Management Team along with resumes of key personnel and their experience in managing retail space of similar size and type. Indicate relevant commercial real estate certifications the management team possess such as Certified Property Manager (CPM); Real Property Administrator (RPA); Certified Manager of Commercial Properties (CMCP); etc.

#### **4.2.6 Required Submission: Section B-5 Architect, Engineer, & Design Team**

Respondents must demonstrate the capacity and experience of the team's architect, engineer and design firms to undertake the Development Plan and to achieve AH's programmatic goals. Submit a portfolio list in graphic format that clearly describes each firm's relevant experience and work on similar projects of similar scope and scale completed within the last ten (10) years. For key principals and staff that will be working on the proposed Project, provide a project list highlighting relevant experience in the last ten (10) years.

#### **4.2.7 Required Submission: Section B-6 Other Members Supporting Development Team**

Submit a portfolio list that clearly describes relevant experience and work on similar projects completed within the last ten (10) years. For key principals and staff that will be working on the proposed Project, provide a project list highlighting relevant experience in the last ten (10) years.

Supporting members include:

- Program Manager;
- Construction Manager;

- General Contractor, if known;
- Environmental Planner and Environmental Engineer, if applicable;
- Community Service or Program Provider, if applicable; and
- Marketing and Leasing/Sales Agent, if known.

### **4.3. Impact of Pipeline Projects**

AH will consider the impact the Developer's obligations related to current projects will have on the ability to adhere to the development schedule.

#### **4.3.1 Required Submission: Section B-7 Impact of Pipeline Projects**

Provide a list of projects currently in development with proposed schedules to completion through 2025, providing the date of completion, total development budget, balance of budget to complete, and identify Respondent's financial commitment and/or investment in each.

Provide a list of any projects anticipating commencement in 2022 and 2023. Provide the financial closing date, construction start and end date, total development budget, predevelopment funds spent to date, and identify Respondent's financial commitment and/or investment in each.Rei

# 5 DEVELOPMENT PROGRAM OVERVIEW

## 5.1 Development Vision

AH envisions the Development to contain a vibrant mix of uses, including but not limited to residential rental and for-sale units; a myriad of commercial uses; integrated open space; surface and structured parking, as required by the proposed concept; sustainable and healthy building and site design; use of green infrastructure for sustainable storm water management; while incorporating pedestrian connectivity to the adjacent school (vacant), park, recreation center and the neighborhood. Currently Zoned Residential (RG-3), Respondents must replat and rezone the Project Site to integrate with AH's street framework plan, the proposed development concept, and the City of Atlanta's Land Use Plan parameters into a creative and transformative development. The development objectives are outlined below.

Due to the scope and scale of the Bowen development, the Development Plan will be divided into a number of Phases, with each Phase containing one or more Projects. Phase 1 will encompass the **Choice Neighborhoods funded portion – that must be completed during the Choice Neighborhood grant period (through 2028)**.

## 5.2 Development Objectives

The Developer must create, plan, develop and manage a major urban, thriving mixed- use, mixed-income rental and for-sale development that responds to real estate market conditions, promotes reinvestment in the surrounding neighborhood, creates economic development and employment opportunities for project residents and in the neighborhood through a mix of uses, and is consistent with the mission of AH.

1. Create a Development Plan consistent with the current Choice Neighborhoods Implementation Grant NOFO as well as site and neighborhood conditions.
2. Produce a high-quality and environmentally responsible finished site and structure(s), ensuring that the Development is designed and constructed to meet the highest standards of energy efficiency and sustainability, as demonstrated by EarthCraft, LEED, Enterprise Green Communities, or other recognized certifications.
3. Generate returns to the City Atlanta through new tax revenue attributable to the Project.
4. Develop the Development in a manner that incorporates design excellence, responds to the needs of the vibrant and diverse Westside community, and promote openness, pedestrian connectivity and interaction through thriving retail and amenities, and creative integration into the local context.
5. Plan and execute a financially feasible development that incorporates innovative market solutions to providing housing with an affordable component, while minimizing the need and requests for any AH financing for the Development Program.
6. Create economic value to Atlanta Housing through AH's participation in developer and joint venture partnership fees, sharing of net distributable cash flows, ground lease payments, long-term financial returns, and other proceeds from the development and operation of the Project.
7. Expand and preserve quality workforce opportunities and maximize permanent employment opportunities in accordance with AH's Opportunity & Inclusionary Program for minority, women, and disadvantaged business entities ("MWDBE"), and Section 3 residents.
8. Demonstrate a long-term commitment to community engagement and to working in partnership with area stakeholders, community residents and businesses and former Bowen residents.

Respondent is to refer to **Appendix G: Excerpts From the 2021 CNIG Notice of Funding Opportunity** that describes the housing requirements of the CNIG.

## 5.3 Development Concept

### 5.3.1 Required Submission: **Section C-1 Development Concept, Land Use**

**The Respondent should provide a Development Concept that divides the Bowen Site into Phases of development, with sub-Projects, with the financial closing for the first project within 15 months of the execution of a HUD CN Grant Agreement or AH MDA, whichever is earlier, and a final project in the first phase to be completed in September, 2028. This is consistent with the Choice Neighborhoods schedule. Other Phases of the 74-acre Bowen site may be constructed concurrently within the timetable from the MDA.** AH will review one (1) development concept per Respondent as evidenced in a **Narrative**. The narrative should describe the Respondent's development concept, program and land use, consistent with zoning and other legal requirements, and environmental concerns. The narrative should explain how the planning and design approach addresses any significant site features; how the design concept was informed by neighborhood physical, cultural, historical and/or socio-economic characteristics and neighborhood context;

and how the site plan and urban design approach creates a safe and active urban residential environment, connecting the site to the surrounding neighborhood, enhancing the public and pedestrian realm, and fostering sustainable development. The narrative should further provide a zoning analysis that supports the proposed development concept, identifies the zoning modification required, describes the entitlement process, and outlines how the proposed zoning affects: 1) unit density; 2) FAR and ZFA (total and by use); 3) lot coverage; 4) height and setbacks; 5) street wall requirements; 6) yard requirements; and 7) vehicle and bicycle parking, etc. Additionally, describe the entitlement process and any impacts on the development schedule.

Respondent shall provide a **Conceptual Master Site Plan** as follows:

1. Respondent's concept must not deviate from the street framework plan provided in *SD2 AH Bowen Street & Open Space Framework* provided within *Appendix H*. AH will release CAD files to potential Respondents in the December 29, 2021 Addendum.
2. Must be at a scale to show exact lots/parcels and include street names.
3. Demonstrates the planned uses, indicating all proposed housing locations, major points of access, building placement, parking, green space, and pedestrian access, as well as any relevant neighborhood context or connectivity.
4. Shows and clearly labels the layout of the proposed site plan post-transformation, indicating where any planned acquisition of adjacent property and/or buildings is required. No acquisitions are permissible for CNIG Phase 1 Projects.
5. Demonstrates planned circulation and open space areas, clearly labeling walkways, sidewalks, parking areas, curb cuts, fencing and gates, building entrance/egress points, streetscape improvements, site landscaping and hard/soft surfaces, and lighting.
6. The Conceptual Master Site Plan for Phase 1 Projects may propose alternate uses than those provided in Appendix H. However, Respondents are urged to review and consider the community engagement feedback and results of AH's planning efforts to date, provided in *Bowen Development Framework Plan Narrative* included within *Appendix H*.

**See Appendix H: Bowen Site Survey, Guidelines, Street Framework Plan and Developable Pads for a copy of the Street Framework Plan identifying the Phase areas and pads for development.** The selected Respondent will continue to work with the AH Real Estate Planning & Sustainability team to refine plan details while adhering closely to the plan framework.

### 5.3.2 Design

Developments should incorporate design and operating principles that foster environmental sustainability and economic sustainability, including the use of energy-efficient and sustainable materials, construction practices, integrated site design, and adherence to a comprehensive green design standard.

In addition to the CNIG NOFO design requirements in Section V.A.1.E.5, AH design requirements include:

1. Development Plan should generate high-density unit counts that will activate the site and enhance the neighborhood's vibrancy. Proposals should consist of substantial density levels in an innovative development plan, supportable by market data and community input into a people-centered community.
2. Each building should have a distinctive character that relates to its setting while integrating into the neighborhood.
3. Each building should enhance and activate the public realm with particular attention to facade detailing, materials.
4. All sides of a building should demonstrate a deliberate response to contextual factors such as adjacent uses, pedestrian patterns, prevailing neighborhood and street character.
5. Coordination with the City of Atlanta, Department of Watershed Management, and the Transportation Department on any infrastructure improvements is required. It is suggested that traffic calming measures such as street parking, roundabouts, and medians be implemented to slow down vehicular traffic and improve pedestrian environments. On-street parking should be located predominately to the side and rear of buildings.
6. When viewable from the sidewalk, structured parking decks should be screened/wrapped, preferably with vegetation.
7. All residential areas must have secure access.
8. Development Plans should implement "crime prevention through environmental design" strategies, which may include reducing blind spots, street-front building entries visible to passersby, secured access to the building and residential parking, and features that promote visibility and deter crime.
9. Proposals should incorporate physical and programmatic elements that provide for opportunities and locations for community interaction and operation of community-based partnerships and programs that can advance the education, health, and economic outcomes and self-reliance of residents.
10. The design of the Project, including the layout of units, must comply with accessibility requirements specified at 24



### **5.3.2.1 Required Submission: Section C-2 Building Plan(s)**

The respondent will provide documentation that demonstrates the development concept and program related to the building through narratives, charts and visual representations, emphasizing scale and character and unique features of the design. The Respondent is required to include a Development Plan for the overall 74-acre site, with more detailed information on the Phase 1 that will be funded through the CNIG.

- **Narrative:** Describe the development program and proposed non-residential uses. Highlight major and/or unique design approaches to the building envelope and façade, floor plans and unit layouts, building systems, construction type, accessibility features and sustainable development. Identify proposed construction type and any cost containment concepts to achieve quality design within proposed budget and schedule parameters, and consistent with the development program. Describe the plan for commercial uses. **The plan should incorporate HUD's vision for design excellence and innovation as noted in Appendix G: Excerpts From the 2021 CNIG Notice Of Funding Opportunity.**
- **Visual Representation.** Provide conceptual diagrams, sketches, massing plans, and/or elevations, floor plates (ground floor and example residential floor); typical unit floor plans, and overall development program necessary to illustrate the Respondent's intent and approach to the design, density, building typology, building mass and height, in a format to allow AH to evaluate the design aesthetic, scale and relationship of the Project components, and neighborhood context. Clearly label features and dimensions. Such visual representation need not be elaborate or costly but should offer AH a clear picture of the proposed end result. Plans and Drawings should be provided in a pdf format for reproduction as an 11" x 17" landscape document. **The following must be included with the Proposal: (1) building elevations for proposed new construction; (2) schematic drawings that demonstrate the concept.**

### **5.3.3 Sustainability**

Atlanta Housing requires that the project comply at a minimum with the DCA Building Sustainability Standards as provided in the applicable DCA Qualified Allocation Plan applicable to the year of financial closing for each Project. The 2022 QAP may be found [here](#) as a reference. AH will look favorably upon Proposals that seek the highest levels of energy efficiency (including housing and non-housing development) supported by a plan for certification and commissioning, make the best of natural light where appropriate, improve indoor air quality, and decrease the total impact to the natural and human environment. Respondents must also incorporate green infrastructure to address storm water management for the site, particularly on Central Park Place NW and Linden Avenue.

Respondents' proposed Development Plan must be able to achieve certification under a nationally-recognized sustainability program. The Development must demonstrate the ability to receive highest level of certification that is financially feasible in one of the following green building initiatives:

1. Southface Energy Institute's and Greater Atlanta Home Builders Association: EarthCraft Multifamily certification programs, based on development type.
2. Green Communities certification program (following the Enterprise Green Communities protocol under the guidance of an Enterprise Qualified TA provider)
3. Home Innovation Research Lab (HIRL): National Green Building Standard, meeting Bronze level or higher for single and multifamily buildings, both new and renovation
4. Green Building Council: LEED V 4.1 Residential, which includes all residential buildings.

Due to the various revision cycles for each of these programs, the Development must comply with the version in effect when the drawings are prepared for permit review. Once the building is occupied, City of Atlanta requires the property manager submit annual reporting of aggregate utility data. Atlanta Housing requires that the property manager disclose the same building data to AH Asset Management team upon submission to the City of Atlanta.

### **5.3.3.1 Required Submission: Section C-3 Sustainability**

In a narrative format, Respondents should clearly describe their approach to green infrastructure and building design and operations. This should include a description of the construction quality, green building techniques utilized, and any energy efficiencies anticipated to be produced, and the proposed certification(s) to be attained and commissioning. Narrative should clearly state how the proposed sustainability strategy will impact the capital and operating costs, versus the proposed benefit, both qualitatively and financially.

### **5.3.4 Innovation**



AH seeks to advance the design and delivery of affordable housing through the use of innovative elements in order to improve design, expedite construction, increase efficiencies, reduce costs, and improve the resident experience with healthy homes design standards. As the COVID-19 pandemic stressed the importance of health and safety, integrating technology into the built environment is essential.

#### **5.3.4.1 Required Submission: Section C-4 Innovation**

Respondents should clearly describe all proposed innovative elements related to design, construction methods, costs, and speed of delivery, reduction of operation life-cycle costs, or improvements to the resident experience. Per the CNIG NOFO, responses must include broadband internet access in all residential units and common areas in rental Projects.

### **5.4 Project Implementation Schedule**

Respondents shall be responsible for completing closing of all proposed sources of construction financing by the prescribed deadline of 15 months and 18 months to issue a Notice To Proceed. Respondents schedules must include the approval process(es) for all proposed non-AH sources of funding. Other than Choice Neighborhoods Implementation Grant funds, Respondents should not propose sources of funding that will not be able to complete closing within their proposed schedule, due to processing timelines and/or availability of funds. If the Respondent anticipates that additional gap financing must be secured from a source other than AH to make the overall deal viable, AH will evaluate the likelihood that this funding will be secured and that the development will commence within the required timeline.

Schedules should assume the following key milestones:

- Execution of the MDA and Predevelopment Loan documents **within 90 days** of the Board's selection of the Respondent.
- Financial Closing complete no more than 15 months of execution of the MDA or the CNI Grant award, whichever is earlier with issuance of a Notice to Proceed for construction start within 18 months of CNI Grant Award.

#### **5.4.1 Required Submission: Section C-5 Development Schedule**

Provide a narrative describing Respondent's approach to meeting the schedule milestones and critical path milestone dates. Respondent is responsible to show a detailed schedule for Phase 1 per the CNIG milestone requirements for all Projects within that Phase. All Phase 1 Projects must be complete by September 2028. Respondent should also include a schedule for the redevelopment of the 74-acre site that demonstrates the closing of the final Project within ten (10) years, per terms agreed upon in the Master Development Agreement.

Schedules are to be submitted in Gantt chart format, illustrating all schedule critical path milestones, plan start and end dates, durations, and predecessors, where applicable. Main header shall be in quarters, with months as sub headers. Respondents must provide a phasing plan, and detailed development schedule for each Phase and each Project. Milestones must include, at a minimum:

- Execution of MDA
- Predevelopment and due diligence
- Rezoning and Entitlements
- Community engagement and outreach
- Concept, Schematic, Design Development, Bidding and Construction documents
- Governmental planning approvals and construction/building permits
- Bidding
- Financing Approvals
- Financial closing
- Construction commencement, completion, and close-out
- Marketing and lease-up
- Occupancy

### **5.5 Community & Stakeholder Engagement**

As noted in this RFP, AH has been actively engaged with the residents of the neighborhood surrounding Bowen and NPU-G, as well as the former residents of Bowen Homes. AH will continue to work directly with the former Residents while supporting the Developer in the community engagement activities as a part of the development.

#### **5.5.1 Required Submission: Section C-6 Community & Stakeholder Engagement Strategy**

Respondents must provide a community engagement plan which details the community engagement efforts throughout the development schedule, including the Developer leading community planning sessions during predevelopment. Thereafter, as informed by community feedback, the selected Respondent and AH will finalize their Development Plan. Substantive changes may require approval by the AH Board of Commissioners. Developer shall lead the rezoning and entitlement process working with the community, with AH's collaboration and support to obtain the appropriate approvals. Finally, the community engagement strategy should include the Developer attending neighborhood association and Neighborhood Planning Unit meetings, and providing community updates during construction and operations as needed.

# 6 | OWNER ENTITY STRUCTURE, FINANCIAL PLAN, AH FEES & FINANCIAL PARTICIPATION

## 6.1 Owner Entity

The Proposal must describe the proposed ownership structure for each Project development phase, identifying the various legal entities anticipated to be involved in the ownership of the Project and percentage of ownership. The role proposed for AH with regard to each Project phase should be clearly described, including the parties' specific development responsibilities. For non-residential rental development, the Development Proposal should describe the Respondent's recommendations for the ownership and/or management structure(s) for such development. Additionally, as a member of the ownership entity, AH shall receive a percentage of equity, and net distributable cash flows after debt service subject to the overall financial feasibility of each Project.

Any party may elect to sell their interest in the limited partnership or limited liability company ("Owner Entity") that owns a phase of development. Where applicable, AH or its affiliate shall have a Right of First Refusal ("ROFR") to purchase any general or limited partner's interest in the Owner Entity or the Owner Entity's interest in the real estate improvements at all times during the low-income tax credit compliance period ("Compliance Period") and from the first day following the expiration of the Compliance Period until 11:59 pm on the last day of the twelfth (12th) month following the expiration of the Compliance Period. The exiting partner or member will give AH ROFR to purchase their interest at Fair Market Value, as determined pursuant to Section 42(i)(7) of the Internal Revenue Code, or a negotiated amount. AH or its affiliate shall have a right to purchase any other general partner's, limited partner's or member's interest at all times commencing on the first day following the expiration of the Compliance Period until 11:59 pm on the last day of the twenty-fourth (24th) month following the expiration of the Compliance Period at a sales price at a negotiated amount. Terms, and purchase price, of such a ROFR or Purchase Option transaction will be contingent upon further AH Board and HUD approval.

### 6.1.1 Required Submission: Section D-1 Owner Entity Structure

The Development Proposal must provide the following: (1) must describe the proposed ownership structure for each Project development phase, (2) identifying the various legal entities anticipated to be involved in the ownership of each phase, and (3) percentage of ownership of each party. The role proposed for AH with regard to each Project phase should be clearly described in the Development Proposal, including the parties' specific development responsibilities.

## 6.2 Financial Feasibility

The secret to the success of the AH-sponsored mixed-use, mixed-income communities is the creation of privately owned, market quality housing with an affordable component, based on a mixed-finance model that allows HUD development funds and/or AH rental subsidy to leverage private funds to construct affordable rental housing. AH may provide development funding at competitive rates. The result is a real mixed-income community with amenities and services for families of all economic levels and the attraction of additional financial resources that stimulate neighborhood investment.

Proposals will be analyzed for financial feasibility to ensure that they are viable based on realistic financing assumptions and underwriting guidelines. Proposals must demonstrate the ability to satisfy (a) the affordability requirements as provided in Section 6.6; (b) the AH Underwriting Guidelines provided in *Appendix I: AH Underwriting Guidelines*; and (c) any and all underwriting requirements as set by all proposed sources of capital, including but not limited to debt service coverage, reserves, cash flow requirements, interest rates, etc. Proposals must demonstrate they will maximize financial returns to AH while providing AH-Assisted Replacement Housing Units and Affordable Units.

AH is interested in a financial structure that:

### 6.2.1 Required Submission: Section D-2 Financial Plan

Submit a narrative "Financial Plan" that explains the economic feasibility of the proposed development and a rationale for the proposed Project's market feasibility. The Financial Plan must describe the proposed financial structure for the overall proposed Development Plan, including public infrastructure, land development, and vertical development for each individual Project in various Phases, if applicable.

For each Project, Respondents must include a Sources and Uses Statement identifying the estimated amount of debt and equity financing by source, land disposition approach (See Section 6.7), and "hard" and "soft" costs. If the Proposal includes competitive financing sources, the financing narrative should explain the feasibility of obtaining the proposed sources and/or describe the respondents' history of successfully applying for the proposed sources. The Sources and Uses Statement should clearly explain the connection between the concept and the feasibility.

The Sources and Uses Statement must also identify the estimated costs and potential funding sources and/or mechanisms for public infrastructure and land development for the entire Bowen Site, including an approach to construction. The Statement must note the estimated soft and hard costs, estimated extraordinary site costs, sustainability and/or green infrastructure, and assumptions on which these estimates are based.

Provide a summary of the assumptions on which all estimates are based, for terms and sources for all debt, development costs, and operating income and expenses, specifically noting the following for each rental Project, and each commercial/non-residential Project:

1. General Conditions (%)
2. Overhead (%)
3. General Contractor's profit (%)
4. Developer Fee
5. Rental Income Annual Increase (%)
6. Other Income Annual Increase (%)
7. Vacancy Rate (%)
8. Expense Annual Increase (%)
9. Replacement Reserve Annual Amount (\$)
10. Reserve Annual Increase (%)
11. Property Management Fee (fixed fee or % of effective gross income)

Summary of Assumptions for Homeownership Projects must specifically note:

1. Construction Cost per unit for infrastructure & land development
2. Construction Cost per unit for vertical development
3. Projected Sales price per SF
4. Estimated Fair market value for land as-is vacant (See Section 2.2)
5. General Conditions (%)
6. Overhead (%)
7. General Contractor's Profit (%)

Summaries must identify development and/or rental subsidies that will be sought from the Federal, State, City, AH, and/or other sources. Summaries must note all sources of assumptions, which may include previous comparable projects, estimates provided by contractors, consultants, standard sources of data, or refer to the Letters of Interest and Term Sheets. A full market study is not required, but the narrative should demonstrate the Respondent's understanding of the larger market issues and how the Project will be successful within that context.

In addition to the narrative Financial Plan, Respondents requesting AH Loans must submit the form provided as **Appendix K-4: AH Funding Request**. Respondent's AH Funding Request will be reviewed and subject to financial feasibility, and must meet all AH and HUD Underwriting Guidelines provided in **Appendix I: AH Underwriting Guidelines**. Respondent's AH Funding Request shall be considered the Respondents' proposed business and financial deal terms. Terms are subject to negotiation during the Interview Period. After Interviews are complete, AH will submit a request for Best and Final Offers to all Finalists. AH shall recommend the selected Respondents' Best & Final Offers and Development Program to the Board of Commissioners for approval. AH and the selected Respondent shall enter into and execute the MDA within 90 days of the Board of Commissioners' authorization of the resolution. See [Section 6.3 AH Development Funding](#) for details on AH Loans.

### **6.2.2 Required Submission: Section D-3 Financial Models**

**Financial models must be submitted in both (a) Adobe PDF format, AND (b) as an excel workbook unlocked to the extent the copy and paste ("keep text only") feature is enabled.** Excel workbooks do not need to provide formula visibility, or edit permissions. AH will allow a font size no smaller than 9 points for the information included in excel workbooks. Any excel workbook tabs that cannot fit on one (1) letter-size sheet of paper should have print areas formatted to print on individual 8 ½" x 11" sheets of paper, landscape, left to right from the top down, and numbered appropriately in the bottom right hand corner of every page.

Per the CNIG NOFO, Respondents **must** provide the following:

1. One (1) combined, overall Sources and Uses for the entire Bowen Site development plan; and
2. A Project-by-Project break out for sources and uses. For mixed-use Projects, an sources and uses break out must be submitted for each proposed use

If there is both construction period financing and permanent financing, submit the sources and uses for both. **Respondents must utilize the *Appendix K-3 HUD Development Proposal Calculator's* construction budget and permanent budget tabs. Sources should be broken out and include federal funds (CNIG and other), Tax Exempt Bonds and Housing Opportunity Bond, LIHTC, Foundations, TAD, Opportunity Zone, waived Government fees, Developer Fees, etc.** Respondents may also provide a total development budget as part of their financial models as noted below. Respondent's excel workbook should show the intended use for each source (e.g., have separate columns for each source). It should also indicate (e.g., by highlighting, underlining or putting in bold font) which funding is firmly committed (i.e., the funding for which you have included documentation in Section D-4). The budget should be based upon a construction cost estimate performed by a general contractor or professional cost estimator with itemized sources of funds to cover costs.

There should be no funding gaps in development or operating budgets. For responses proposing LIHTC, DCA underwriting assumptions should be used in addition to those provided in *Appendix I: AH Underwriting Guidelines*.

**1. Public Infrastructure:** Respondents must submit the financial model in the excel workbook provided herein as *Appendix K-2 Public Infrastructure Financial Model*. Respondents must complete the sources and uses for the entire Bowen Site infrastructure, and a breakout of each Phase 1 Projects allocation of Public Infrastructure. For Proposals including a phased approach for the Entire Bowen Site, Respondents must also provide the Public Infrastructure sources and uses for the entire site, a breakout of each Phase's allocation, and a breakout of each Phase 1 Projects' allocation of Public Infrastructure.

**2. Multifamily Rental Developments must include the following:**

- a. Respondent Financial Model, including the following tabs at a minimum:
  - i. Unit Matrix – indicating the bedroom types, income levels, square footages
  - ii. Sources of Funds – terms for all sources of funding
  - iii. Predevelopment Loan Budget - Provide a predevelopment sources and uses budget for each Project that identifies the proposed costs. (Applicable to AH Predevelopment Loan requests only)
  - iv. Total Development Budget – provide a development budget indicating the estimated development costs, including ground lease payments, on-site and off-site public infrastructure and improvements, extraordinary site costs, sustainability and/or green infrastructure, number of and cost per surface and/or structured parking space, and assumptions on which these estimates are based
  - v. Operating Expenses
  - vi. Revenues (including assumed utility allowances where applicable)
  - vii. Draw Schedule, including all sources of funds
  - viii. Pro Forma - operating pro formas must be for the duration of the longest term of debt, showing all revenue sources, expense line items, deductions from revenue such as vacancy and collection losses, replacement and other reserves, debt service, net distributable cash flows, and equity returns

b. *Appendix K Form-3: HUD Development Proposal Calculator*

**3. Homeownership Projects must include the following:**

- a. Respondent Financial Model, including the following tabs at a minimum:
  - i. Unit Matrix – indicating the housing typology, income levels, number of bedrooms, square footages, proposed home sales prices for all units
  - ii. Sources of Funds – terms for all sources of funding
  - iii. Predevelopment Loan Budget - Provide a predevelopment sources and uses budget for each phase of development that identifies the proposed costs. (Applicable to AH Predevelopment Loan requests only)
  - iv. Total Development Budget – provide a development budget indicating the estimated development costs, including Respondent's estimated fair market value of as-is vacant land, on-site and off-site public infrastructure and improvements, extraordinary site costs, sustainability and/or green infrastructure, number of and cost per surface and/or parking space, and assumptions on which these estimates are based,

- iv. Construction and Sales Schedule (may be separate tabs)
- b. *Appendix K-3HUD Development Proposal Calculator*

**4. Non-residential Projects- Respondent Financial model, including the following tabs at a minimum:**

- a. Sources of Funds - terms for all sources of funding
- b. Total Development Budget – including square footage, cost per square foot, number of and cost per surface and/or parking space attributed to non-residential uses
- c. Operating Expenses
- d. Revenues (including assumed utility allowances where applicable)
- e. Draw Schedule, including all sources of funds
- f. Pro Forma - operating pro formas must be for the duration of the longest term of debt, showing all revenue sources, expense line items, deductions from revenue such as vacancy and collection losses, replacement and other reserves, debt service, net distributable cash flows, and equity returns.

**6.2.3 Required Submission: Section D-4 Capital Sources Letters of Interest, Term Sheets and/or Award Letters for Competitive Sources**

For all non-competitive sources of funding proposed, a Letter of Interest and/or Term Sheet must be included. Letters and Term Sheets must be dated no earlier than two (2) months from the date of submission of the Respondent's proposal. The expiration of Letters and/or Term Sheets must be no earlier than 180 days from CNIG NOFO submission deadline. Respondents may use different private lenders for construction and permanent financing. The Letters and/or Term Sheets must be provided on the lender/source's letterhead, signed by a representative of the lender, and must state the amount and terms of the financing. The Letters and/or Term Sheets must indicate a willingness to provide financing in amounts and with terms consistent with the Proposal, and must include the following:

**Construction, Bridge and Permanent Financing**

- The amount of financing that the lender would consider based on the lender's preliminary determination of feasibility, based on expected development costs, operating income/expenses, and associated residential rent levels; and
- The interest rate (fixed or variable), the equity requirement, applicable fees, and other terms under which the lender would provide construction financing.
- The maximum loan to value ratio and other underwriting criteria, including treatment of rental income, minimum maintenance and operating expenses, and debt service coverage requirements.
- Repayment Terms

**LIHTC**

- If LIHTC financing is proposed, a syndication Letter of Interest is required. Additionally, the experience of the development team with tax credits must be described in Section B-2.

**6.3 AH Development Funding**

The following information is provided to assist the Respondents in proposing deal terms, sources and uses for their development budget(s) and providing an operating pro forma for the duration of the longest term of debt. Respondents should consider their Proposal as their initial offer of deal terms. Financing terms will be negotiated during the interview period with the Competitive Range Respondents and Finalists. Projects demonstrating minimal need for additional AH MTW Funds may be preferred, however, minimal requests for AH MTW Funding is not the only basis for award. AH may select a Respondent that requests up to the maximum CNIG funds, AH MTW Funding and/or AH-Assisted Replacement Housing Units and/or HomeFlex Units.

**6.3.1 CNIG funds**

Per the requirements in Section 6.6 herein, Respondents must include the minimum number of AH-Assisted Replacement Housing Units, and therefore may request the maximum amount of \$ 49,550,000 in CNIG funds (\$50M less the \$450,000 planning grant funds awarded to AH) towards the combined total development costs. Per Section IV.F.2. of the NOFO, the following activities are ineligible for CNIG funds:

- a. Any activities carried out on or before the date of the letter announcing the award of the Choice Neighborhoods grant.
- b. Costs of Choice Neighborhoods application preparation.
- c. Construction or rehabilitation of a K-12 school building or a higher educational institution.



CNIG funds may be issued in the form of direct costs, grants, and/or loans.

### 6.3.2 AH Loans

Capital sources of funding may be available from AH to support the development of affordable housing; however, Respondents are encouraged to propose innovative programming and financial strategies to minimize AH Funding. AH may provide non-CNIG development subsidy in the form of short and/or long term debt to the project ("AH Loans" or "AH Funding"). AH Loans must be in support of the development of AH-Assisted Replacement Housing, AH-Assisted Replacement Housing/LIHTC, and/or HomeFlex units in Proposals demonstrating a financial need to obtain the development objectives outlined herein.

The amount available for AH Funding for each Project is limited to the lower of the (a) HUD TDC/HCC maximum, or (b) AH's pro rata share of AH-Assisted Replacement Housing Units, AH-Assisted Replacement Housing/LIHTC, HomeFlex Units, and/or Affordable Homeownership Units <80% AMI, and is contingent upon meeting the AH Underwriting Guidelines, as explained in further detail in *Appendix I: AH Underwriting Guidelines*. The amount of AH Loans depends on demonstrated financial need, funding availability, and is subject to AH Board of Commissioners and HUD review and approval of applicable costs.

#### AH Predevelopment Loan

AH may provide predevelopment loans for vertical Projects for up to 75% of eligible soft costs, based on demonstrated need. Predevelopment loan funds must be repaid at construction financial closing of each Project with non-HUD funds. Permitting fees, legal fees, and any hard costs are excluded as ineligible uses. The full list of eligible and non-eligible predevelopment costs are provided in the HUD Cost Control and Safe Harbor Guidelines, which can be found at [https://www.hud.gov/sites/documents/DOC\\_9880.PDF](https://www.hud.gov/sites/documents/DOC_9880.PDF).

#### Public Infrastructure Loans

For public infrastructure costs, AH may lend only up to the pro rata share of those costs, calculated based on the percentage of total AH-Assisted Replacement Housing Units, HomeFlex, AH-Assisted Replacement Housing/LIHTC Units, and/or Affordable Homeownership Units <80% AMI:

##### Public Infrastructure Calculation:

$$\begin{aligned} & (\text{AH-Assisted Replacement Housing} + \text{AH-Assisted Replacement Housing/LIHTC} + \text{HomeFlex or Affordable} \\ & \quad \text{Homeownership Units <80\% AMI}) / \text{total Project units} \\ & \times \text{total public infrastructure budget} = \text{AH Loan Maximum} \end{aligned}$$

For example, the total number of units is 100, with 20 AH-Assisted Replacement Housing Unit, and 30 AH-Assisted Replacement Housing/LIHTC Units. The total on-site public infrastructure budget is \$1,000,000. AH may loan up to \$500,000 of the public infrastructure budget.

AH and the selected Development Team will enter into a Public Improvements and Construction Management Agreement, separate from the MDA, authorizing the Development Team to manage the design team and general contractor performing the public infrastructure scope of work. **If Respondents propose to execute public infrastructure for the Bowen Site in one Phase, HUD must approve the total public infrastructure budget, any extraordinary site costs, and preliminary program and sources and uses for all Projects, prior to construction commencement.**

#### Extraordinary site work, green & sustainable

AH may lend some or all of the costs associated with cost-effective energy-efficiency measures that exceed the requirements herein, and Extraordinary Site Costs (ESC) specific to the Project Site. ESC must be verified and certified by an independent state-registered, licensed engineer/architect as meeting HUD's requirements.

Examples of potential costs, include but are not limited to:

1. Removal of underground utility systems;
2. Replacement of off-site underground utility systems;
3. Extensive rock or soil removal and replacement;
4. Amelioration of unusual site conditions, such as unusual slopes, terraces, water catchments, lakes, etc.); and

Innovative storm water management practices that incorporate a combination of infiltration features such as vegetative landscape swales; water-permeable paving and green roofs; water conservation techniques that include rainwater harvesting and/or greywater reuse; utilization of renewable energy such as photovoltaic panels or wind turbines; use of low volatile organic compounds products and dwelling unit ventilation systems; and development of projects with Energy Star



Qualified Homes.

### **AH Vertical Construction/ Bridge/ Permanent Loans**

HUD sets maximum federal funding amounts based on construction, property, and bedroom types, referred to as HUD Total Development Cost and Hard Construction Cost Limits (“HUD TDC/HCC limits.”) AH construction gap financing amounts are contingent upon the availability of federal funds, must not exceed the lower of HUD’s TDC/HCC limits based on the total number of AH-Assisted Replacement Housing Units and/or AH-Assisted Replacement Housing/LIHTC Units, or AH’s pro rata share of AH-Assisted Replacement Housing Units and/or AH-Assisted Replacement Housing/LIHTC Units. Respondents must ensure they are using the most up to date HUD TDC/HCC limits as of the date of submission of their Proposals.

**Reasonableness of AH Contribution:** AH will determine whether overall and per-unit project costs are justified and whether AH’s total contribution is reasonable in accordance with HUD regulatory guidelines. Prior to each Project’s financial closing, HUD will require a 3<sup>rd</sup> party cost reasonableness review for all development costs, which must meet HUD Cost Control and Safe Harbor Standards, and be in line with market conditions unless approved as Extraordinary Site Costs.

### **6.4 AH Rental Subsidy**

AH provides rental subsidy, either Section 8 or Section 9 converting to Section through a Faircloth-To Rad process. See [\*Appendix J: Rental Subsidy\*](#) for a more detailed explanation of the two programs.

Per CNIG requirements, AH will provide HomeFlex rental subsidy, AH’s Section 8 Project-Based Rental Assistance Program, for replacement rental units including in Phase 1 Projects’ rental components. These units must remain affordable to low-income households for a period of at least 40 years.

In all Phases that are not funded by CNIG funds, but are funded by AH MTW funds, units receiving AH rental subsidy must remain affordable for households earning up to 80% AMI for at least 30 years.

Affordable Units in Phase 1 Projects developed with CNIG funds must remain affordable for households earning up to 120% AMI for at least 20 years.

For Phases 2 and beyond, AH will determine the appropriate rental subsidy program to use based on funding availability at the time of underwriting for financial closing.

**Respondents should underwrite AH Replacement Housing Units at 60% AMI rents.**

### **6.5 AH Homeownership Subsidy & Affordability**

AH shall provide a seller’s note for all For-Sale Affordable Units in the amount of (a) the land value; plus (b) the amount of any construction funding AH provides for the development of each Project. Should AH provide funding for public infrastructure and/or remedial site work, impacting multiple Projects, the costs shall be attributed to each Project pro rata. See Section 6.6.2 for details on land valuation for homeownership units.

Under HUD standard homeownership programs, the typical affordability period is 5 years. Under AH’s DPA program, the affordability period is 10 years. In response to the affordable housing need in the City, in 2021 AH drafted a strategy to incentivize and encourage longer terms of affordability for affordable homebuyers. Additionally, the CNIG NOFO emphasizes the required 20-year affordability period for for-sale units reserved for households earning up to 120% AMI. AH’s proposed homeownership development strategy includes the following requirements, to be memorialized as either deed restrictions, or terms included in loan documents, recorded on each home upon sale, which shall apply to all Affordable Units at either 80% AMI or the CNIG 120% AMI:

**Phase 1 CNIG Eligibility:** eligible households’ combined income must not exceed 120% AMI at the time of the closing, based on their household size.

**Non-CNIG Phase Eligibility:** eligible households’ combined income must not exceed 80% AMI at the time of the closing, based on their household size.

Term of Affordability: 20 years.

## 6.6 Unit Mix & Affordability

For the purposes of this RFP, proposals must include:

- A minimum of **250** combined AH-Assisted Replacement Housing Units, and/or AH-Assisted Replacement Housing Units/LIHTC Units, in CNIG Phase Projects is required under the NOFO to apply for the maximum \$50M allowable award. **No more than 50% of the total CNIG Phase units may be AH-Assisted Replacement Housing Units and/or AH-Assisted Replacement Housing/LIHTC Units.**
- Every Phase 1 Rental Project must include a mix of Market Rate, Affordable, and AH-Assisted Replacement Housing Units and/or AH-Assisted Replacement Housing /LIHTC Units.
- CNIG Phase Homeownership Project(s) must include Affordable Homeownership Units and Market Rate Units.
- Non-CNIG Phases/Projects proposing Affordable Homeownership Units must include units reserved for homebuyers earning up to 80% AMI, and Market Rate Units.
- All residential Projects must include a minimum of 20% Market Rate Units.

| Unit Type   | Tenant's Area Median Income                          | Max Rent Amount   | Minimum Term of Affordability |
|---|--|---|-------------------------------|
| Market Rate   | Unrestricted   | Per market study  | none                          |
| Affordable Units  | 81%-120% AMI   | Per market study<br><i>(should be greater than 81% AMI but less than Market Rate rent amount)</i> | 20 years                      |
| AH-Assisted Replacement Housing Units                               | Up to 80% AMI  | 60% AMI   | 40 years                      |
| AH-Assisted Replacement Housing/LIHTC Units                         | Up to 60% AMI  | 60% AMI   | 40 years                      |
| LIHTC Only Units  | Up to 60% AMI<br><i>(income-averaging allowable)</i> | 60% AMI<br><i>(income-averaging allowable)</i>  | LIHTC compliance period       |
| Other Rent Restricted Units<br><i>(No AH subsidy and Non-LIHTC)</i> | Up to 80% AMI  | Up to 80% AMI   | Per funding source            |
| Affordable Homeownership Units                                      | Up to 120% AMI                                       | n/a   | 20 years                      |

### 6.6.1 Required Submission: Section D-5 Unit Mix & Affordability

For each phase, Respondents must complete and provide the [Appendix K-5: Unit Matrix & Affordability](#). This unit matrix must support and be consistent with information provided Section C-2: Building Plan.

## 6.7 Valuation for AH Land Dispositions

Land and/or property owned by AH or an AH affiliate encumbered by a HUD DOT or DORC, may be disposed of via a ground lease or land sale. For all dispositions of AH-owned property, AH must obtain approval from both the AH Board of Commissioners and HUD to ground lease or sell the land to a third party. HUD requires that PHAs receive current fair market value for all land dispositions as determined by a third-party certified appraisal obtained no earlier than six (6) months prior to submitting the disposition request to HUD. The AH Board and HUD may, in their discretion, approve the disposition of property at less than current fair market value in cases where the proposed use directly benefits AH-Residents, or is a community amenity with a public purpose. For the latter, HUD will evaluate the proposed discount in land value in consideration of the magnitude, imputed value of the services, and term of the public benefit. Respondents must provide a proposal of current fair market value cited by market data.

Ground lease payment amounts and land sale prices must be financially feasible for the proposed program, and are contingent upon final approval of the transaction by the AH Board of Commissioners, and HUD approval of the disposition

application, to be obtained prior to construction financial closing.

## 6.7.1 Ground Lease Valuation

### Mixed-Income Rental Projects

AH typically ground leases its land for affordable and mixed-income rental Projects. For the residential rental Projects of Respondent's Proposal, the ground lease payment may take the form of a nominal amount so long as at least 30% of the total units receive HomeFlex subsidy for the term of the ground lease. If Respondents propose any 100% market rate residential projects, then the ground lease payment must be at appraised fair market value.

### Mixed-Use Projects

For mixed-use Projects, ground lease payments for the commercial component(s) of the Program must be based on fair market value for the total land, prorated by the percentage of commercial square footage to the total square footage. If Respondents propose a less than fair market value payment, then Proposals must include a defined, and HUD-approved, public purpose. Approval of any discounted values must be approved by both AH Board of Commissioners and HUD.

## 6.7.2 Land Sale Valuation

AH may consider selling its land in two scenarios: the development of for-sale housing, or for non-residential use. In both cases, the AH Board of Commissioners and HUD must approve all disposition transactions prior to any transfer of ownership and construction commencement.

### Land Valuation for Homeownership Development

For homeownership development, AH may sell its land for the development of for-sale housing, to ultimately be sold to a homebuyer in a fee simple transaction. Typically, the minimum sales price for land attributable to for-sale market rate units is set at the appraised fair market value, and land attributed to affordable for-sale units may be negotiated at less than fair market value to ensure the home is affordable for households earning up to 80% AMI. However, the land sales price for both the affordable units may be negotiated if determined necessary for the financial feasibility and successful development of all homeownership units in the Phase and Projects. All land sale prices for market rate and affordable for-sale units must be approved by both the AH Board of Commissioners and HUD prior to construction and transfer of title.

In cases where a Project's homeownership sales pro forma demonstrate substantial profit and returns, AH may consider the land value for market rate units be the higher of (a) the appraised fair market value, or (b) a percentage of gross sales proceeds. All land valuations must be approved by the AH Board and HUD.

### Land Valuation for Non-residential Use

Depending on the Development Program, AH may either ground lease or sell its land for commercial development at Fair Market Value. However, as noted in a prior section, if the proposed land use serves a public purpose, the AH Board and HUD may approve a discounted ground lease payment or sales price as part of the approval process prior to the disposition and construction commencement.

## 6.8 Real Estate Taxes

All Projects will be subject to the City of Atlanta and Fulton County Real Property Taxes and charges. However, as AH will retain land ownership and provide a ground lease for residential Projects, certain tax exemptions may be available for Affordable Units, at the discretion of the tax authorities. Historically, the ACC Agreement has allowed for a pro rata exemption of city and/or county taxes based on the percentage of ACC Units. Alternatively, the Ground Lease Agreement may include language with the potential to meet the requirements of a private enterprise agreement, allowing for a pro rata exemption of county taxes based on the percentage of all Affordable Units reserved for households earning up to 80% AMI. It is the Respondent's responsibility to apply for and meet the requirements of the specific tax benefit program(s), with AH assisting as needed to complete any applications. Atlanta Housing makes no representations or warranties as to the continued availability of any tax benefits or as to the Project's eligibility to receive these tax benefits. Respondents are encouraged to confer with their counsel and/ municipal and county tax offices regarding eligibility.

### 6.8.1 Required Submission: Section D-6 Real Estate Taxes

Respondents should specify in the Proposals which tax exemption program(s), if any, they plan to apply for and utilize, and reflect these exemptions in the Proposal financial documents. Respondents should show the total property taxes anticipated as operating expenses, and reflect any exemptions anticipated as a source of "other income" in the operating pro forma.

## 6.9 Value Creation (Financial Returns to Atlanta Housing)

Respondents should structure proposed developments to maximize public and financial value to AH through innovative financing, consistent with AH's mission to create affordable housing based on Atlanta's market conditions. AH is interested in a structure that provides for AH's participation as a ground lessor and potential lender, but also in gross development fees, income streams, and other financial compensation from the undertaking of the development.

### 6.9.1 *Required Submission: Section D-7 AH Fees & Financial Participation*

Respondents must provide a narrative describing the proposed combined financial returns to AH ("Fees & Financial Participation Proposal") and the rationale for same. The narrative Fees & Financial Participation Proposal may include a description of various fees to be earned by AH based upon the type of development for all Projects within the Phases of the Development Program. The Fees & Financial Participation Proposal shall be executed by the Developer and all guarantors for any sources of funds, if different from the Developer, who are legally authorized to enter into a contractual relationship. For each Project, AH Fees & Financial Participation Proposals should include, but are not limited to, the following components:

- AH % of Owner Entity equity
- AH Percentage of net distributable cash flows;
- Ground lease terms and annual payment amounts;
- Land sales price, where applicable;
- AH Percentage of gross developer fee;
- AH Co-management fee;
- Total of AH proposed financial participation.

Fees & Financial Participation Proposals should include proposed fees and financial participation associated with residential as well as non-residential uses, and must also include the cash flow and capital waterfalls detailing each payment's priority and description.

# 7 | PROPERTY MANAGEMENT PLANS

The effective management of both the residential and commercial components is critical to the ongoing success and sustainability of the development of the Bowen Site. Respondents shall submit two separate comprehensive proposed management plans for the residential and commercial components

## **7.1 Residential Property Management Plan**

The Residential Property Management Team will be responsible for managing the day-to-day operations and maintaining the property in decent, safe, and sanitary conditions. The Residential Property Management Team must have at least five (5) years of experience managing affordable, multi-family properties. The Respondent must submit a comprehensive management plan detailing how the property will be managed. The management plan will be evaluated based on the basis of its completeness, sound policies and procedures, and demonstration that the units will be managed in accordance with professional standards. The management plan should include following functions: staffing; marketing; site-based waiting list administration; tenant eligibility determination; lease administration; rental collections; property maintenance; and managing resident concerns. In addition, the Residential Property Management team will also be responsible for preparing annual operating and capital budgets and preparing monthly Owner reports.

### **7.1.1 Staffing**

The Residential Property Management Team will be responsible for determining the appropriate staffing level for the property size. They will perform all human resource functions such as recruiting, hiring, and terminating staff; staff training and development; and salary determination.

### **7.1.2 Marketing**

The Residential Property Management Team will be responsible for staying abreast of the current market trend and marketing the property through advertisements on various rental sites and social media outlets.

### **7.1.3 Site-Based Waiting List Administration**

The Residential Property Management Team must maintain a site-based waiting list for the AH-Assisted Replacement Housing Units and/or AH-Assisted Replacement Housing/LIHTC Units. They will be responsible for posting the advertisement for opening and closing the site-based waiting list. The waiting list must be maintained by date and time stamp of the applications. All residents occupying the AH-Assisted Replacement Housing Units and/or AH-Assisted Replacement Housing/LIHTC Units must be pulled from the site-based waiting list. The waiting list must be purged regularly to keep the waiting list current.

### **7.1.4 Resident Eligibility Determination**

The Residential Property Management Team will be responsible for screening applicants and determining income eligibility for the AH-Assisted Replacement Housing Units and/or AH-Assisted Replacement Housing/LIHTC Units. The resident's annual income for the AH-Assisted Replacement Housing Units and/or AH-Assisted Replacement Housing/LIHTC Units must not exceed 80% AMI.

### **7.1.5. Lease Administration**

The Residential Property Management Team will be responsible for the execution and enforcement of the leases.

### **7.1.6 Rental Collections**

The Residential Property Management Team will be responsible for the implementation of rental collection procedures that include deadlines for rent payments and penalties for late payments.

### **7.1.7 Property Maintenance**

The Residential Property Management Team will be responsible for developing a maintenance schedule to ensure the building exterior, common areas, and units are inspected regularly; work orders are completed timely; and building systems/equipment are in good condition.

## 7.1.8 Resident Concerns

The Residential Property Management Team will be responsible for handling all tenant concerns and disputes.

### 7.1.8.1 **Required Submission: Section E-1 Residential Property Management Plan**

Submit a proposed property management plan that will be evaluated on the basis of its completeness, sound policies and procedures, demonstration of coordination with the service vendors and Owner, and demonstration that the units covered by the Project Proposal will be managed in accordance with professional standards and approaches.

## 7.2 Commercial Property Management Plan

The Commercial Property Management Team will be responsible for managing the day-to-day operations for the retail space.

The Commercial Property Management Team must have at least five (5) years of experience in managing commercial retail space. The Respondent must submit a comprehensive commercial property management plan. The management plan should include the following functions: marketing and leasing; rental collections; building maintenance; and tenant relations.

### 7.2.1 Marketing and Leasing

The Commercial Property Management Team will be responsible for marketing the retail space to potential tenants this includes providing tours of the space to potential tenants; executing leases; and conducting background and credit checks on potential tenants.

### 7.2.2 Rental Collections

The Commercial Property Management Team will be responsible for ensuring timely rental collections and staying abreast of current market rental trends

### 7.2.3 Building Maintenance

The Commercial Property Management Team will be responsible for the development of a maintenance plan for the retail space to ensure the building exterior, common areas, and building systems are maintained in good condition. They will also respond to tenants' requests for service and repair

### 7.2.4 Tenant Relations

The Commercial Property Management Team will be responsible for responding to the tenants' needs and emergencies in a timely and appropriate manner.

## 7.3 AH Reporting Requirements

The Residential Property Management Team must provide regular reports to AH on the AH-Assisted Replacement Housing Units and/or AH-Assisted Replacement Housing/LIHTC Units. These reports include but are not limited to the following:

- Monthly Rent Rolls
- Monthly Accessibility Reports – Reasonable Accommodation Requests
- Monthly Unaudited Financial Statements
- Annual Audited Financial Statements
- Annual Operating Budgets

The Commercial Property Management Team will be responsible for providing AH with all financial reports generated for the Owner/Developer.



**7.2.4.1 Required Submission: Section E-2 Commercial Property Management Plan**

Submit a comprehensive commercial property management plan that outlines how the retail space will be managed to include but not limited to marketing and leasing activities; tenant relations; rent collections; and building maintenance and security.

# 8 | Opportunity & Inclusion Plan

## 8.1 Opportunity & Inclusion Program

Consistent with HUD requirements, AH is committed to providing contracting and subcontracting opportunities to small disadvantaged, minority-owned, women-owned, and veteran-owned small businesses. The MWBDE percentage participation goals are based on the total development budget, hard and soft costs. Section 3 Resident participation is also a HUD requirement for all AH development and revitalization projects. AH is responsible for monitoring Respondent's performance in meeting the above goals.

The Selected Respondents from this RFP shall be required, post construction bidding, to submit a completed Subcontractor Utilization Form. The Subcontractor Utilization Form shall detail the contract awards to all subcontractors, including Minority, Women and Small historically disadvantaged businesses that in total represents the Developer's adherence to the M/W.SBE and Section 3 plan submitted with the Proposal. Developer will be required to submit monthly reporting to AH during predevelopment, construction, and operations. More information can be found in *Appendix L: AH Opportunity and Inclusion Policy*.

### 8.1.1 Required Submission: Section F OIP Hiring Plan

**MBE/DBE/SBE/WBE Employment Contracting Opportunity Goal.** Provide a detailed narrative description backed up by specific statistics of the Respondent's previous expertise in MWDBE contracting and utilizing Section 3 residents/businesses with regard to the development of similar projects. Provide an Outreach Employment/Contracting Opportunity Plan and participation commitment, commensurate with AH's enterprise-wide goals for MWDBE contracting, based on a percentage of the total development costs (soft and hard costs). The AH general standard is 35%, however, AH may consider lower or higher participation goals. Respondent's Outreach Employment/Contracting Opportunity Plan ("OIP Hiring Plan") must be approved by AH prior to execution of the MDA, and prior to the release of any AH predevelopment or construction loan funds. The OIP Hiring Plan must state the number, type and quality of jobs anticipated to be created over a ten-year period through (i) the development process and (ii) the operations.

**Section 3 Initiative & Employment Contracting Opportunities.** The OIP Hiring Plan must include a measurable Section 3 Action Plan (to include training, employment, contracting and other economic opportunities) through all phases of the development work. The Section 3 Action Plan should include a brief description of the training and/or job opportunities for Section 3 participants, the number of participants expected to be hired, the tasks to be performed and the number of hours to be worked by participants. HUD Section 3 regulations require at least (a) 25% of the total number of labor hours worked for Section 3 workers for Developer's program year; and at least (b) 5% of the total number of labor hours worked are Targeted Section 3 workers for Developer's program year. Examples of opportunities include word processing, payroll, research, accounting, landscaping, painting, carpentry, and catering, to name a few. Plan should detail the outreach efforts and affirmative steps that will be utilized on all phases of the Project by the Developer as well as general contractor(s) and subcontractors performing work thereon.

# 9 MANDATORY SUBMITTALS

## 9.1 Mandatory Forms (Prerequisite Forms)

All Respondents that intend to submit a response to this RFP must submit the following Mandatory Forms:

- Respondent Disclosure Certification (Conflicts of Interest)
- Principal Personnel Disclosure Statement Certification
- Clean Hands Certification
- E-Verify Affidavit
- HUD Section 3 and MBE/WBE/SBE Acknowledgement and Intent to Comply

## 9.2 Federal Regulatory Agency Action/Litigation

AH will consider any actions taken by any regulatory agency or litigation involving the Respondent or Development Team Members with respect to any past development projects.

### 9.2.1 Required Submission: Section B-7 Federal Regulatory Agency Action/Litigation

Respondents must list any actions taken by any regulatory agency or litigation involving the Respondent or Development Team Members with respect to any past development projects. Please provide details and status.

# 10 | SELECTION PROCESS & SUBMISSION REQUIREMENTS

## 10.1 Pre-Requisites for Submission of Responses to the RFP

Respondents must meet the minimum criteria. By submitting a response to this request, you agree that your firm or partnership meets the following minimum criteria:

1. The Respondent MUST have successfully developed and owned a minimum of two (2) mixed-use developments, in the last ten (10) years, one of which must have been of similar scope and scale as described in this RFP. Similar scope and scale shall be at AH's discretion but its determination of compliance shall not be unreasonably withheld. Experience with the development using HUD HOPE VI and Choice Neighborhoods funds is a plus.
2. The Respondent's team member responsible for residential property management SHALL have managed three (3) mixed-income properties in the last five (5) years.
3. The Respondent's team member responsible for commercial property management SHALL have managed three (3) retail properties in the last five (5) years.
4. See Article 4 at 4.1 Financial Position & Capacity (Threshold Requirement) *supra*.

## 10.2 Submission of Responses

All Proposals must include the following contents to fully describe the Respondent's proposed Projects. The Proposals shall be submitted in electronic format with individual PDF files representing each required Section of the response as noted below. The Respondent must name each file included in their response using the below nomenclature so that AH can easily organize and navigate the Respondent's response.

By submitting a response to the RFP the Respondent is acknowledging that the Respondent:

- Has read the information and instructions; and
- Agrees to comply with the information and instructions contained herein:
- Proposals must be submitted and time and date stamped no later than the Proposal Due Date and Time. All proposals will be time-stamped by the Jaggaer system upon submission. Proposals received after the due date and time will not be evaluated.
- All materials submitted to AH in response to this RFP shall become the property of AH. The selection or rejection of a Proposal does not affect this right.
- Submittal of proposals by facsimile or email transmission is not acceptable, and any Proposal so transmitted will be rejected as nonresponsive.
- AH reserves the right to reject any or all offers, in whole and in part, and to discontinue this RFP process in whole or in part, and re-advertise without obligation or liability to any potential Respondent.

## 10.3 Submission Format and Structure

Each Proposal should be prepared simply and economically, avoiding using elaborate promotional materials beyond those sufficient to provide a complete presentation. A page is considered one side of an 8½" x 11" sheet of paper, single-spaced, using not smaller than an 11 point font, and containing margins at the top, bottom, and sides of no less than one inch in width. AH will allow a font size no smaller than 9 points for the information included in tables and charts only.

Any financial spreadsheets that cannot fit on one letter-size sheet of paper should have print areas formatted to print on individual 8 ½" x 11" sheets of paper, landscape, left to right from the top down, and numbered appropriately in the bottom right hand corner of every page. The Financial Model Microsoft excel workbook must be submitted as a PDF, and as an excel workbook unlocked to the extent the copy and paste feature is enabled. All Proposal pages must be consecutively numbered. All PDFs must be searchable.

The following items and/or Sections are excluded from the page count:

1. Proposal and Section cover sheets
2. Section A-1 Financial Position & Capacity
3. Section B Portfolio Lists & Resumes of key staff members
4. Section C-2 Building Plans
5. Section D-3 Financial Models
6. Section D-4 Capital Sources Letters of Interest, Term Sheets and/or Award Letters

All information must be incorporated into a response to a specific requirement and clearly referenced. Any



information not meeting these criteria will be deemed extraneous. Respondents are cautioned that if their Proposal exceeds the 126 page limitation, AH will evaluate up through the permitted number of pages only. The Discretionary Pages may be applied to any Section in the Proposals. **If utilized, Respondents must indicate at the beginning of the Section the number of Discretionary Pages they are applying to the Section page count.**

Information contained on pages beyond that limit will not be considered. Brevity of submittals is strongly encouraged.

All information presented in response to this RFP must be included in the submitted response. There can be no information linked to a website that requires reviewers to access the website for consideration of content. Any such conditions will not be considered as part of the Respondent's Proposal. The Required Submittal sections and page count limitations are delineated in Table 3 below.

**Table 3: Submission Format and Page Count**

| <b>Section</b> | <b>Major Category</b>   | <b>Page Count</b> |
|----------------|---|-------------------|
|                | <b>Section A Development Summary and Statement of Interest</b>                                      | <b>3</b>          |
| A-1            | Threshold: Financial Position & Capacity<br><i>(Responses scoring 8 or below shall be excluded)</i> | n/a               |
| A-2            | Development Summary and Statement of Interest   | 3                 |
|                | <b>Section B Development Team Capacity &amp; Experience</b>   | <b>30</b>         |
| B-1            | Respondent Entity Structure & Members   | 5                 |
| B-2            | Developer Qualifications & Capacity   | 13                |
| B-3            | Residential Property Manager Qualifications   | 5                 |
| B-4            | Commercial Property Manager Qualifications  | 5                 |
| B-5            | Architect, Engineer, & Design Team  | n/a               |
| B-6            | Other Members Supporting Development Team   | n/a               |
| B-7            | Impact of Pipeline Projects   | 2                 |
|                | <b>Section C Development Program Overview</b>   | <b>29</b>         |
| C-1            | Development Concept, Land Use   | 12                |
| C-2            | Building Plan(s)  | n/a               |
| C-3            | Sustainability  | 3                 |
| C-4            | Innovation  | 2                 |
| C-5            | Project Implementation Schedule   | 8                 |
| C-6            | Community & Stakeholder Engagement Strategy   | 4                 |
|                | <b>Section D Structure &amp; Financial Plan</b>   | <b>44</b>         |
| D-1            | Owner Entity Structure  | 4                 |
| D-2            | Financial Plan  | 10                |
| D-3            | Financial Models  | n/a               |
| D-4            | Capital Sources Letters of Interest, Term Sheets and/or<br>Award Letters for Competitive Sources    | n/a               |
| D-5            | Unit Mix & Affordability  | 1                 |
| D-6            | Real Estate Taxes   | 1                 |
| D-7            | Value Creation (AH Fees & Financial Participation)  | 8                 |
|                | <b>Section E Management Plans</b>   | <b>20</b>         |
| E-1            | Residential Property Management Plan  | 10                |
| E-2            | Commercial Property Management Plan   | 10                |
|                | <b>Section F Opportunity Inclusion Program</b>  |                   |
| <b>F</b>       | <b>Opportunity Inclusion Program</b>  | <b>5</b>          |
|                | <b>Discretionary Pages</b>  | <b>10</b>         |

# 11 | SCORING & EVALUATION CRITERIA

## 11.1 Selection Process (Evaluation Period)

An Evaluation Committee will evaluate the responses based solely on the Evaluation Factors set forth in Table 4. Factors not specified in the RFP will not be considered. AH reserves the right to waive any minor irregularities or technicalities in the proposals received. Submittals that are considered non-Responsive or Non-Responsible will not receive consideration. Proposals will be evaluated on an individual basis against the requirements of this RFP.

After evaluations, the Evaluation Committee reserves the right to select those Respondents who fall within a competitive range. The competitive range includes the Respondents who have a reasonable chance of being selected for award considering all aspects of the qualifications and the detailed Proposals. Respondents within the competitive range will be asked to provide an oral presentation and interview.

AH will further determine those Respondents within the competitive range that will be Finalists, who will have an opportunity to negotiate proposed deal terms with AH. Those Finalists will include those Respondents that have the best chance of being selected for award. Finalists will be provided with counter-terms, and given an opportunity to present a Best and Final Offer to the Evaluation Committee. Points may be added or deducted from the Respondent's preliminary score as deemed necessary by the Evaluation Committee. Upon review of the Best and Final Offers, the Evaluation Committee will recommend one (1) prospective Awardee to the Board of Commissioners to authorize AH to enter into a Master Development Agreement and develop the Property as proposed in accordance with deal terms under the Best and Final Offer.

AH reserves the right to perform whatever research it deems appropriate to assess the merits of any Respondent's Proposal and utilize the information gathered in the final evaluation of those Respondents in the competitive range. Such research may include, but may not necessarily be limited to, discussions with any and all Respondents, interviews, and site visits with the references provided by the Respondent. Further, while performing due diligence, AH may also contact the Respondents' existing clients and past clients even if those clients are not provided to AH as part of the Respondent's proposal.

AH reserves the right at any time during the evaluation process to reconsider any Response submitted. It also reserves the right to meet with any Respondent at any time to gather additional information. Furthermore, AH reserves the right to delete, add, or modify any procurement aspect through competitive negotiations until the final contract signing.

The Proposal evaluation process is designed to award the contract, not necessarily to the Respondent of least cost, but rather to the Respondent with a best overall value (i.e., qualifications, experience and cost) as determined by the best combination of attributes as determined by a score from the evaluation criteria specifically established for this RFP and a comparison of costs and fees and an evaluation of same by Atlanta Housing. Respondents must provide all information requested in the Evaluation Criteria in order for their submissions to be considered responsive. Proposals will be evaluated based on the responsiveness of the Respondent's information to the Evaluation Criteria, which will demonstrate the Respondent's understanding of the Evaluation Criteria and capacity to perform the required services of this Request for Proposals. The establishment, application, and interpretation of the Evaluation Criteria shall be solely within AH's discretion. AH reserves the right to determine the suitability of proposals based on all of these criteria.

Proposals shall be considered Respondents' proposed business and financial deal terms for the Master Development Agreement, AH Subsidy, and any AH Funding requested. Terms are subject to negotiation as follows:

1. Upon receipt of Respondent Proposals, AH shall review responses, and complete preliminary evaluations and scoring.
2. AH will invite Respondents in the competitive range ("Finalists") to proceed with in person interviews.
3. AH holds in-person Interviews with Finalists
4. AH issues AH Funding Request counter-term sheet and request BAFO from Finalists
5. Finalists provide BAFO
6. AH reviews BAFO responses and makes recommendation for selection
7. AH requests board authorization
8. MDA executed within 90 days of Board authorization

Respondent's submission of Best & Final Offers shall be considered the Respondent's final proposal for all

business and financial deal terms provided therein. AH shall recommend the selected Respondent's Best & Final Offers and development program to the Atlanta Housing Board of Commissioners for approval. AH and the selected Respondent shall enter into and execute the MDA within 90 days of the Board of Commissioners' authorization of the resolution.

In the event AH and Respondent do not agree to formal legal documentation and fail to execute an MDA within 90 days of the Board's authorization, negotiations will cease with the initial selected Respondent. AH may then issue a second Best & Final Offer request to the remaining finalist(s) and proceed with obtaining Board approval. AH and the second selected Respondent shall enter into and execute the MDA within 90 days after the Board of Commissioners authorize the resolution.

## 11.2 Scoring

AH will review and rank proposals based on their percentage of total points. AH may select one of the proposals at its sole discretion, or none.

**Table 4 Evaluation Factors**

| <b>Section</b> | <b>Major Category</b>   | <b>Scoring</b> |
|----------------|---|----------------|
| A-1            | Threshold: Financial Position & Capacity<br><i>(Responses scoring 8 or below shall be excluded)</i> | Pass/fail      |
| A-2            | Development Summary and Statement of Interest   | n/a            |
|                | <b>Section B Development Team Capacity &amp; Experience</b>   | <b>30</b>      |
| B-1            | Respondent Entity Structure & Members   | 1              |
| B-2            | Developer Qualifications & Capacity   | 12             |
| B-3            | Residential Property Manager Qualifications   | 6              |
| B-4            | Commercial Property Manager Qualifications  | 4              |
| B-5            | Architect, Engineer, & Design Team  | 5              |
| B-6            | Other Members Supporting Development Team   | 2              |
| B-7            | Impact of Pipeline Projects   | 5              |
|                | <b>Section C Development Program Overview</b>   | <b>25</b>      |
| C-1            | Development Concept, Land Use   | 8              |
| C-2            | Building Plan(s)  | 5              |
| C-3            | Sustainability  | 3              |
| C-4            | Innovation  | 2              |
| C-5            | Project Implementation Schedule   | 5              |
| C-6            | Community & Stakeholder Engagement Strategy   | 2              |
|                | <b>Section D Structure, Financial Plan &amp; AH Fees and Participation</b>                          | <b>30</b>      |
| D-1            | Owner Entity Structure  | 2              |
| D-2            | Financial Plan  | 5              |
| D-3            | Financial Models  | 6              |
| D-4            | Capital Sources Letters of Interest, Term Sheets and/or Award Letters for Competitive Sources       | 6              |
| D-5            | Unit Mix & Affordability  | 5              |
| D-6            | Real Estate Taxes   | 1              |
| D-7            | Value Creation (AH Fees and Participation)  | 5              |
|                | <b>Section E Management Plans</b>   | <b>10</b>      |
| E-1            | Residential Property Management Plan  | 7              |
| E-2            | Commercial Property Management Plan   | 3              |
|                | <b>Opportunity Inclusion Program</b>  | <b>5</b>       |
| F              | Opportunity Inclusion Program   | 5              |
|                | <b>Total Possible Points</b>  | <b>100</b>     |

# APPENDICES

**Respondents should upload and review information contained in the Appendices to support their Proposals. Appendix K: Forms refers to Forms to be utilized in Proposal and are provided as separate documents in Microsoft Word and Excel formats.**

Please follow this link to access the Appendices below - <https://atlantahousing.sharefile.com/d-s8b242571a6d04e3a86f10cdb9b84b80a>

Appendix A: NPU-G Blueprint Plan

Appendix B: Neighborhood Maps

- B-1: Bowen Choice 300-Scale Context Aerial
- B-2: Bowen Choice 300-Scale Existing Building Conditions
- B-3 Bowen Choice 300-Scale Existing Circulation Framework
- B-4: Bowen Choice 300-Scale Exhibiting Community Assets
- B-5: Bowen Choice 300-Scale Existing Landscape Conditions
- B-6: Bowen Choice 800-Scale Development Context

Appendix C: Bowen Civil Survey

Appendix D: Environmental Assessments

Appendix E: Draft Market Assessment

Appendix F: AH Sponsored Communities Reference Guidebook

Appendix G: Excerpts from FY 2021 NOFO – HUD CN Implementation Grant

Appendix H: Design and Program Guidelines

- SD1 – Bowen Development Framework Plan Narrative
- SD2 – Bowen Street & Open Space Framework
- SD3 – Bowen Street Sections
- SD4 – Bowen Phase 1 Diagram

Appendix I: AH Underwriting Guidelines

Appendix J: Rental Subsidy

Appendix K: Forms

- K-1: Development Summary
- K-2: Public Infrastructure Financial Model
- K-3: HUD Development Proposal Calculator
- K-4: AH Funding Request
- K-5: Unit Mix Matrix and Affordability

Appendix L: AH Opportunity and Inclusion Policy