



# REDEVELOPMENT OF BOWEN HOMES

Request for Proposals  
For Real Estate Developers

*Event Number: RFP-2022-0101*



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# I. Solicitation Overview

# ABOUT AH

## Atlanta Housing Authority

The Housing Authority of the City of Atlanta, Georgia (“Atlanta Housing” or “AH”) is the largest housing authority in Georgia and one of the largest in the nation. AH provides and facilitates affordable housing resources for over 23,000 low-income households. These affordable housing resources include AH-owned residential communities, AH-sponsored mixed-income, mixed-finance residential communities, tenant-based vouchers, HomeFlex Program (formerly Project Based Rental Assistance Program), supportive housing arrangements, and homeownership opportunities.

Atlanta Housing has broad corporate powers including, but not limited to, the power to acquire, manage, own, operate, develop and revitalize affordable housing. AH’s programs are funded and regulated by the US Department of Housing and Urban Development (“HUD”). Using its Moving to Work flexibility granted by HUD, AH has implemented an array of innovations that benefit low-income families and expand housing choice. AH’s approach to providing quality affordable housing and human development services is based on the belief that people can do better when given access to quality living environments and the tools they need to become self-sufficient. To learn more about AH; its history, mission and business plan, Respondents are encouraged to visit AH’s website [www.atlantahousing.org](http://www.atlantahousing.org).



# INVITATION TO RESPOND

## Bowen Homes Redevelopment

Atlanta Housing 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 the former Bowen Homes residents, legacy residents within the community, 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 June 20, 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 sustainable and efficient 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*

# PURPOSE OF THE RFP

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 private sector partner debt and equity, 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, 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 Development Partner to implement the on-site mixed-use rental and for-sale housing.

With funding from HUD under a 2020 Choice Neighborhoods Planning grant (“CNPG”), AH has worked with the community to develop a site master plan that is to be the basis of the Respondent’s submission. It is AH’s intention to submit an application for a 2022 Choice Neighborhoods Implementation Grant (“CNIG”), seeking additional funding to support the Bowen redevelopment. If selected for an award, the Developer will serve as the CN Housing Implementation entity. As this source of funding is not known at this time, the Respondent is to provide a Development Plan that does not assume a CNIG award.

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

[https://www.hud.gov/program\\_offices/public\\_indian\\_housing/programs/ph/cn/fy21funding](https://www.hud.gov/program_offices/public_indian_housing/programs/ph/cn/fy21funding)

The 2021 NOFO is also included as Appendix H for convenience.

## Atlanta’s Affordable Housing Crisis

The redevelopment of the Bowen Site offers a tremendous opportunity to increase the supply of affordable housing with an equitable mixed-income, mixed-use, mixed-finance development plan. The need exists to advance redevelopment, identifying unique and innovative funding opportunities, including private and public sources of debt, equity and tax credit financing. This 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. Along with housing, the Bowen area reflects the 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 information technology. 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

# NEED FOR HOUSING

and intensified socioeconomic challenges that many face in the neighborhood, as captured in the NPU-G Blueprint Plan and CNPG planning. 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. Thirteen 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.

# CHOICE NEIGHBORHOODS

## The Bowen Choice Neighborhoods Program

As envisioned through the planning process and Neighborhood Transformation Plan currently in development, the Choice Neighborhoods Program anticipates leveraging 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 \$450,000 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 Community Plan Update**. The NPU-G Plan serves as the foundation on which the CN Neighborhood

Transformation Plan 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 will be the basis for implementation of the strategies set forth in the NPU-G 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.

**Due to 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 FY2022 Choice Neighborhoods Implementation Grant 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.**

# DOCUMENT GUIDE



## 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 & VISION

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 ROLES & RESPONSIBILITIES: AH

Outlines the typical roles and responsibilities of Atlanta Housing in partnership with development partners to create new housing opportunities..



## 7 OWNER ENTITY STRUCTURE & FINANCIALS

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).



## 8 PROPERTY MANAGEMENT PLANS

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



## 9 OPPORTUNITY & INCLUSION PLAN

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



## 4 ROLES & RESPONSIBILITIES: DEVELOPER

Outlines the typical roles and responsibilities of the Development Partner.



## 5 TEAM CAPACITY & EXPERIENCE

Provides the threshold requirements for Respondents, including financial capacity and expertise to execute the proposed program.

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



## 6 DEVELOPMENT PROGRAM OVERVIEW

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.



## 10 MANDATORY SUBMITTALS

Required forms and federal disclosure.



## 11 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.



## 12 SCORING & EVALUATION CRITERIA

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

# 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 PDFs must be formatted to print.
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 Proposal, 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 hard-copy, 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

June 20, 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.

## 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 (404) 685-4892  
Sopheria.lambert@atlantahousing.org
- 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.

# SCHEDULE OF EVENTS

## PRE-PROPOSAL CONFERENCE

Date: Thursday, May 12, 2022

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@atlan-tahousing.org](mailto:Sopheria.Lambert@atlan-tahousing.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.

## DEVELOPMENT SITE VISIT

Date: Wednesday, May 11, 2022

Time: 12:00 PM to 1:00 PM EST

Location: Bowen Homes Main Entry, 2880 Yates Dr.  
NW, Atlanta, GA 30318

The Development Site Visit will occur immediately following the Pre-Proposal Conference on Wednesday, May 11, 2022, 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.

## 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, Wednesday May 18, 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.

EVENT	DATE
<b>RFP Issued</b>	<b>Wednesday, April 20, 2022</b>
Scheduled Site Visit	Wednesday, 5/11/22 12:00 Noon to 1:00 P.M. EST
Pre-Proposal Conference (Zoom)	Thursday, 5/12/22 9:30 A.M. to 11:00 P.M. EST
Respondent Questions and/or Inquiries Due	Wednesday 5/18/22 3:00 P.M. EST
AH Issues Addendum (including release of CAD files)	Wednesday, 5/25/22
<b>Response to RFP Due</b>	<b>Monday, 6/20/22 3:00 P.M. EST</b>
Competitive Range Respondents Contacted to Schedule Interviews and Negotiations	Wednesday, 7/20/22
<b>Interviews &amp; Negotiations</b>	<b>Monday - Friday 7/25-7/29/22</b>
AH Issues Request for Best and Final Offers	Monday, 8/3/22
Best and Final Offers Due	Monday, 8/22/22
Evaluation Committee Recommends Developer	Wednesday, 8/31/22
<b>AH Board Approves Selection of Developer and Deal Terms</b>	<b>Wednesday, 9/28/22</b>
Master Development Agreement Executed	Friday 1/27/23

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.

# 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 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 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: <https://www.atlantahousing.org/doing-business-with-ah/>

## **Declaration of Trust (DOC) and Restrictive Covenants (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, number 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 Dept. of Community Affairs (DCA):**

Georgia's state housing agency, DCA is 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.

### **US Dept. of Housing and Urban Development (HUD):**

Federal agency responsible for administering federal aid to local housing agencies that manage the housing for low-income residents at rents they can afford. 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 redevelop 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). 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:**

A HUD program administered at the local level which 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:**

A HUD-funded 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 investment in local 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 may be 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 US Treasury Department 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 or rent 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:**

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. HUD has designated Atlanta Housing as an MTW site, with Moving to Work (MTW) flexibility.

### **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.

### **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.

# Site, Neighborhood & II. Vision

# SITE CONTEXT

## 2.1 Site Context

The Development Site is located on the Westside of Atlanta, about five miles northwest of downtown Atlanta and anchoring the three neighborhoods immediately surrounding it. While the Carey and Almond Park neighborhoods are largely residential, Brookview Heights sits to the west along the Chattahoochee, and is still largely industrial. James Jackson Parkway, a state road running north-south down the middle of the planning area was originally built to divide the neighborhoods racially in the 1960s. Along the area's southern border is Donald Lee Hollowell Parkway, part of an east-west thoroughfare that runs from Washington DC to San Diego, and connects the area directly to downtown; a major interchange with Interstate 285 is a short distance away. The planning area's northern boundary is Proctor Creek, a major tributary to the Chattahoochee River. More recently, the area was designated as the city's western-most cluster node along the Hollowell growth corridor in "Atlanta City Design," the city's master plan. Carey and Almond Park are designated as Opportunity Zones. Public transit serves the planning area with two bus routes along these two main corridors. Bankhead Station, two miles east, is the closest MARTA heavy rail station, and is four stops from downtown and 25 minutes by rail to Hartsfield-Jackson airport, the nation's busiest airport, an important employment hub.

Growth and investments west of downtown Atlanta have impacted neighborhoods near the Bowen Choice Neighborhood Area. New investments driving this change include:

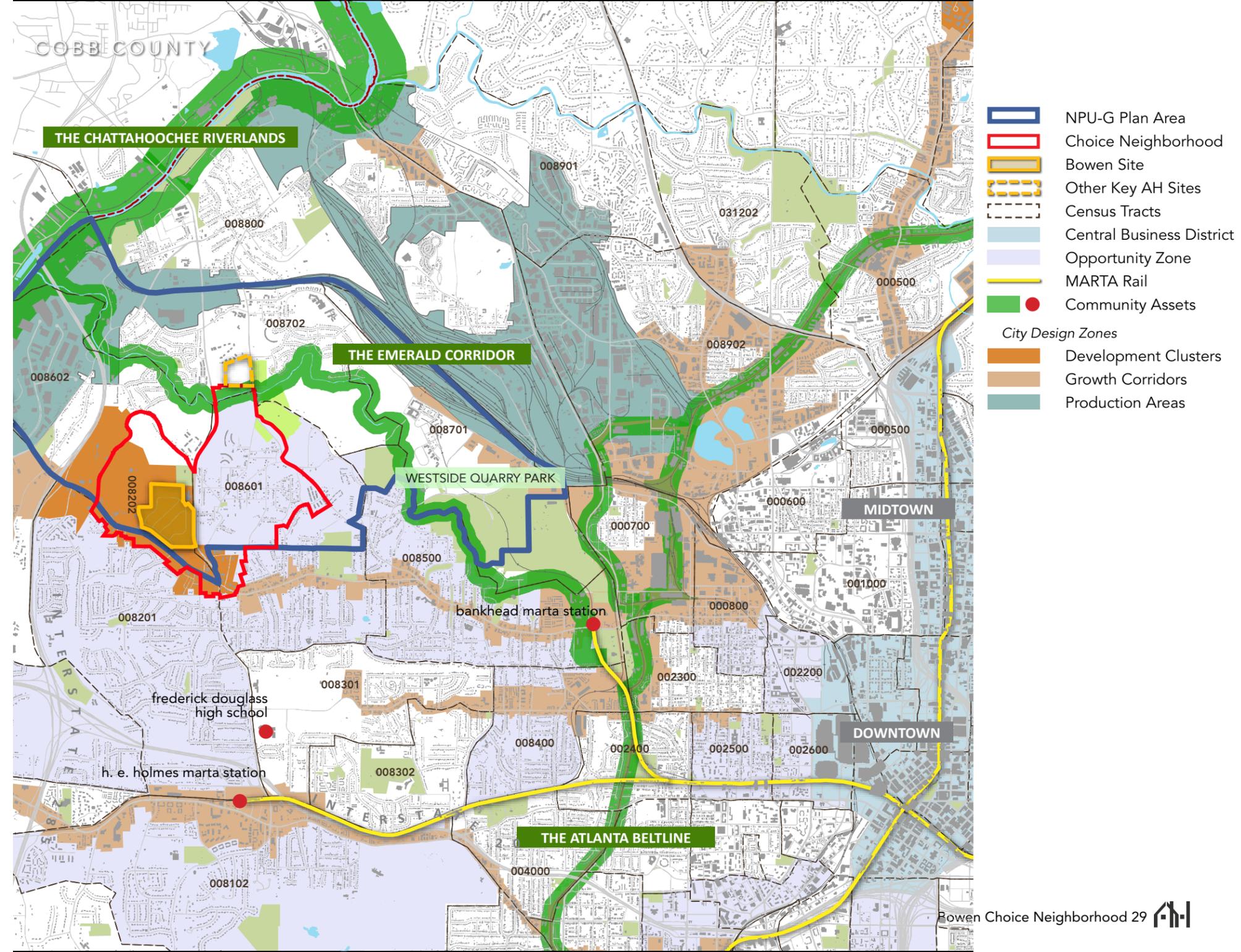
- **Westside Quarry Park**, Atlanta's newest and largest (250-acre) park about three miles east of the site;

- The designation of **Microsoft's second North American headquarters** in nearby Grove Park, bringing an estimated 15,000 jobs (and adjacent to the Bankhead MARTA station, hastening a revamp of that station and construction of a spur connecting it to the Atlanta Beltline); and
- The recent overhaul of **Proctor Creek Greenway** into a multi-modal recreation area.

Other important 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 linear park.

These assets and activities around the Bowen area indicate that growth is likely to impact the area near the site soon. With new development pushing into the Westside, gentrification and the forces of displacement in the Westside neighborhoods that surround Bowen Homes are 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.

For additional context information see the table in Section 2.3. and **Appendix B: Neighborhood Maps.**



# SITE PROFILE

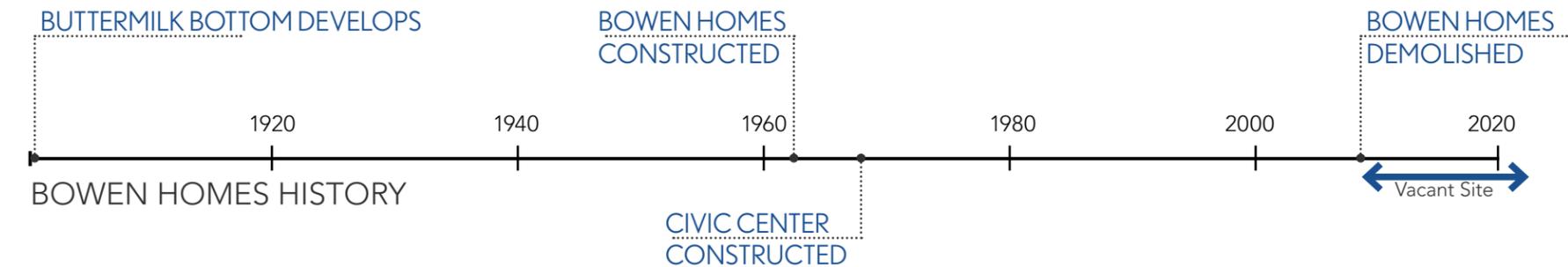
## 2.2 Development History

Bowen Homes is intimately linked to the Boisfeuillet Jones Atlanta Civic Center and the land it sits on. The Civic Center site was originally home to Buttermilk Bottom, a community of approximately 16,000 people that took root in the early 1900s. By the 1940s, the community was well established as an African American enclave. Like other predominantly Black neighborhoods in Atlanta at the time, Buttermilk Bottom was considered blighted by city officials and eventually targeted for urban renewal. In the 1960s, the city demolished the neighborhood to make way for a new plan, which prioritized grand civic venues over neighborhood housing. Ironically, the “civic promise” envisioned by city leaders resulted in the dispersion of the existing residents and businesses and the elimination of the community.

Bowen Homes was built in 1964 as replacement housing for Buttermilk Bottom residents, and 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 AH-owned 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, Cary 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 Cary 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 the abandoned A. D. Williams and John Carey schools. This was a real community at one time – and should be again. The unique pattern of streets, the small streams flowing to picturesque Proctor Creek, the interesting design of the remaining apartment complexes, the historic cemeteries - all provide an image of a neighborhood that is still special. As the key development in the core of the Choice Neighborhood, Bowen represents a chance to remake the area and rededicate focus and investment to the memory of Buttermilk Bottom.

# SITE CONSTRAINTS

## 2.3 Site Conditions

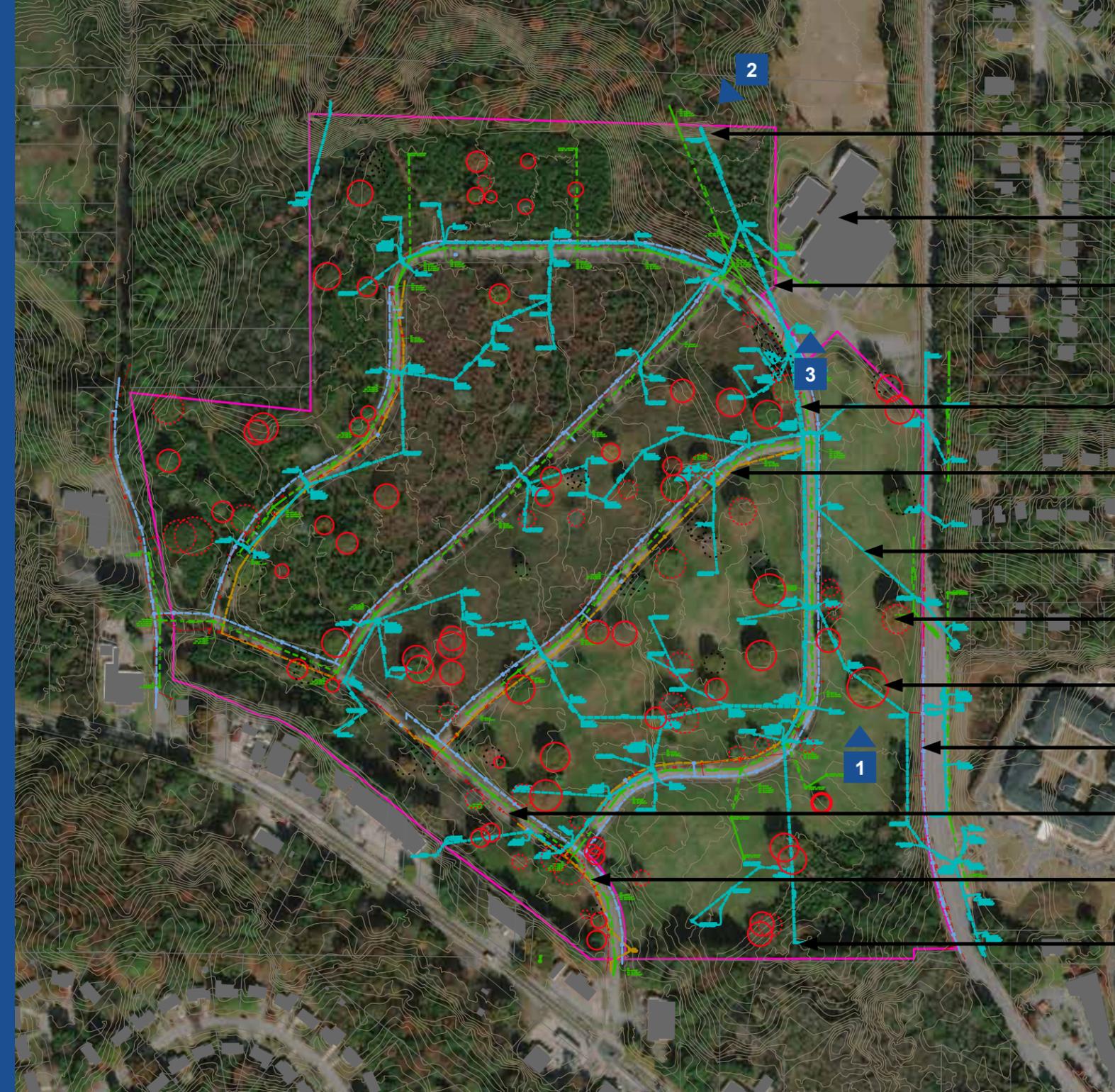
The approximate 74-acre Bowen Site will be subdivided into Phases of development, with the first Phase being that portion to be undertaken using the Choice Neighborhoods funds, if awarded. Each Phase will have a number of Projects with separate financial closings.

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**.

### SITE INFORMATION

Address:	2700 Yates Drive NW   Atlanta, Ga 30318
Parcel ID:	17 0259 LL1639
NPU / Neighborhood:	G, Brookview Heights
City Council:	District 9 / Council Member Dustin Hillis
Zoning:	Currently RG-3 (Residential General)
Land Use:	Mixed-Use
Rezoning:	Pursuing MRC-3 (Mixed Residential-Commercial)
Occupancy:	Vacant
APS District:	Douglas Cluster (Usher, John Lewis Academy, Douglas)
Proximity to Highways:	Less than one mile to I-285
Proximity to Transit:	MARTA Bus 50, 853
Area Stakeholders:	NPU-G Leadership Team, Georgia Conservancy, City of Atlanta, MARTA, Grove Park Foundation, Park Pride, Invest Atlanta



Retaining Wall /  
Creek Outflow

Former A. D. Williams  
School Building

Bowen Site Property  
Line (pink)

Trunk Line Storm Sewer  
(96"x 62", holds creek)

Typical Gas Supply  
(tan)

Typical Storm Sewer  
(blue)

Existing Trees, Poor  
Condition

Existing Trees, Good  
Condition

Typical Water Supply  
(purple)

Typical Overhead Power  
(red)

Typical Sanitary Sewer  
(green)

A. D. Williams Creek  
Source / Drop Inlet

# ENVIRONMENTALS

## 2.4 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.

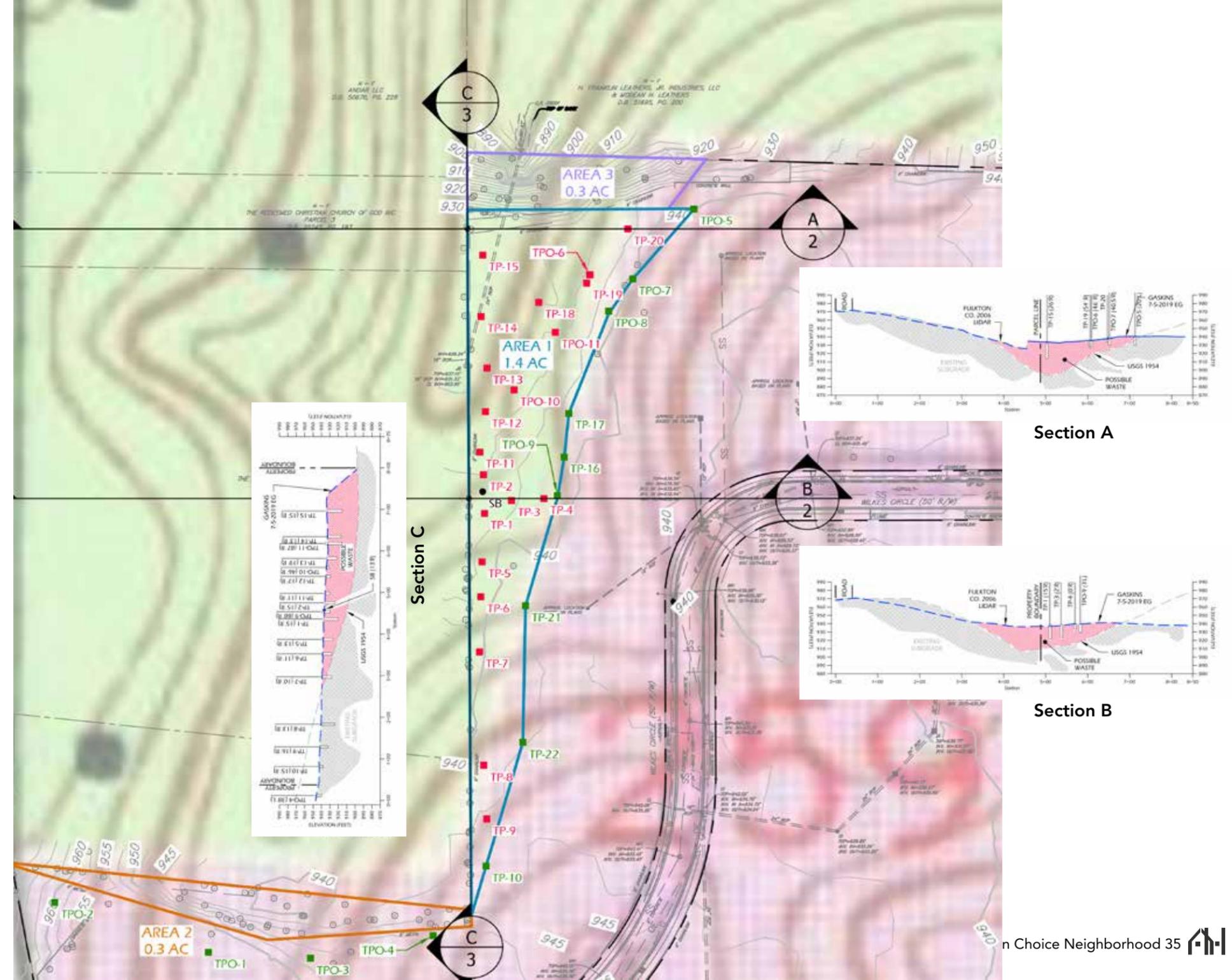
Wenck performed a supplemental Phase II ESA at the Site in April 2019. The investigation focused on the northwestern corner of the Site. The Supplemental Phase II ESA consisted of test pits to attempt to delineate the horizontal and vertical extent of the debris and likely associated soil exceedances 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 Assessments**.

**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.**



# NEIGHBORHOOD PROFILE

## 2.5 Neighborhood Profile

The Bowen Choice Neighborhood is a 1.17 square mile area located about five miles west of Atlanta's 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.

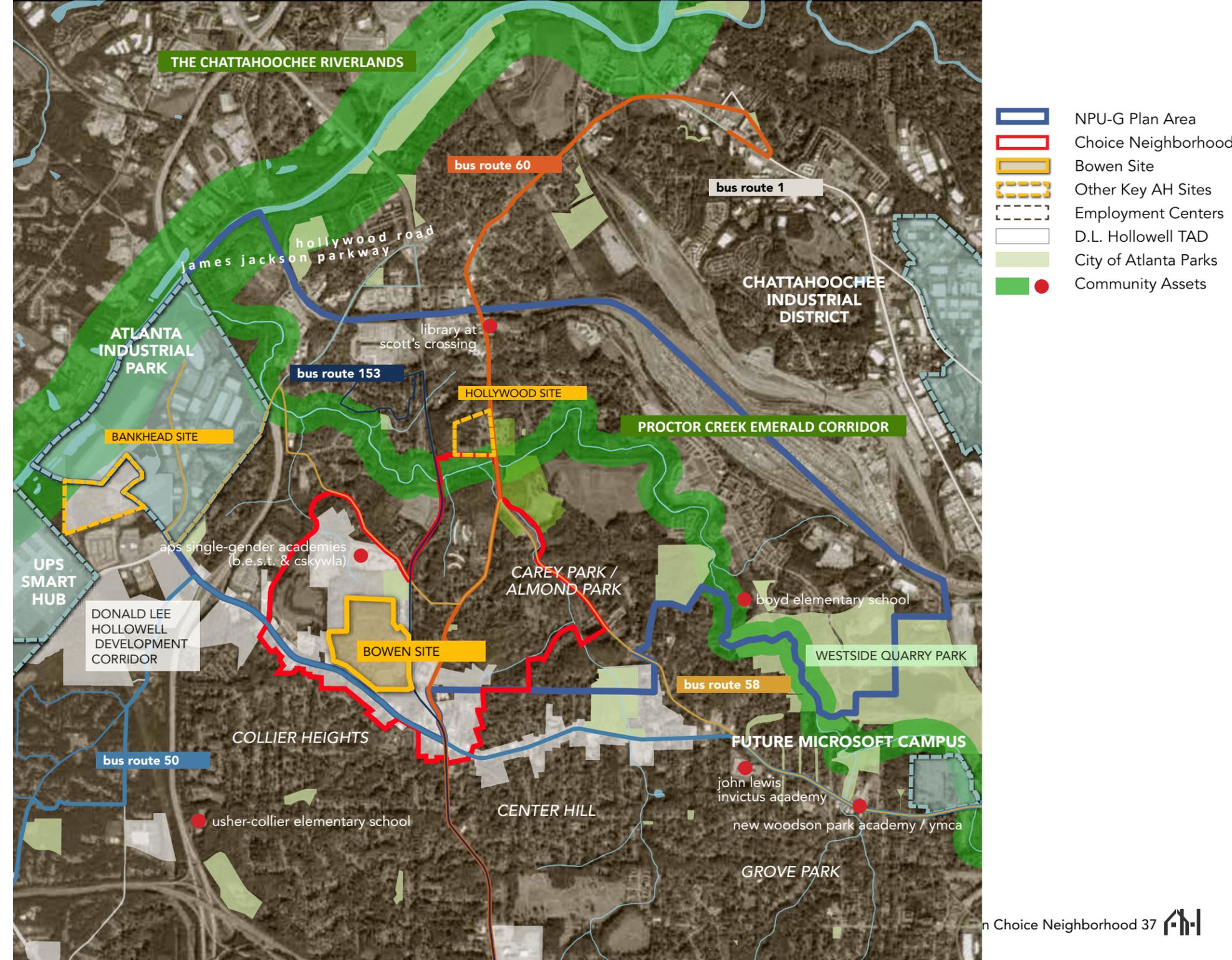
Besides the TAD, the area includes a portion of a **Federally Designated Opportunity Zone**.

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.

For additional information about the neighborhood, please refer to the maps located in **Appendix B: Neighborhood Maps**.

Demographic Category	Bowen Site 1 Mi. Radius	Bowen Site 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



- NPU-G Plan Area
- Choice Neighborhood
- Bowen Site
- Other Key AH Sites
- Employment Centers
- D.L. Hollowell TAD
- City of Atlanta Parks
- Community Assets

# PRIOR PLANNING

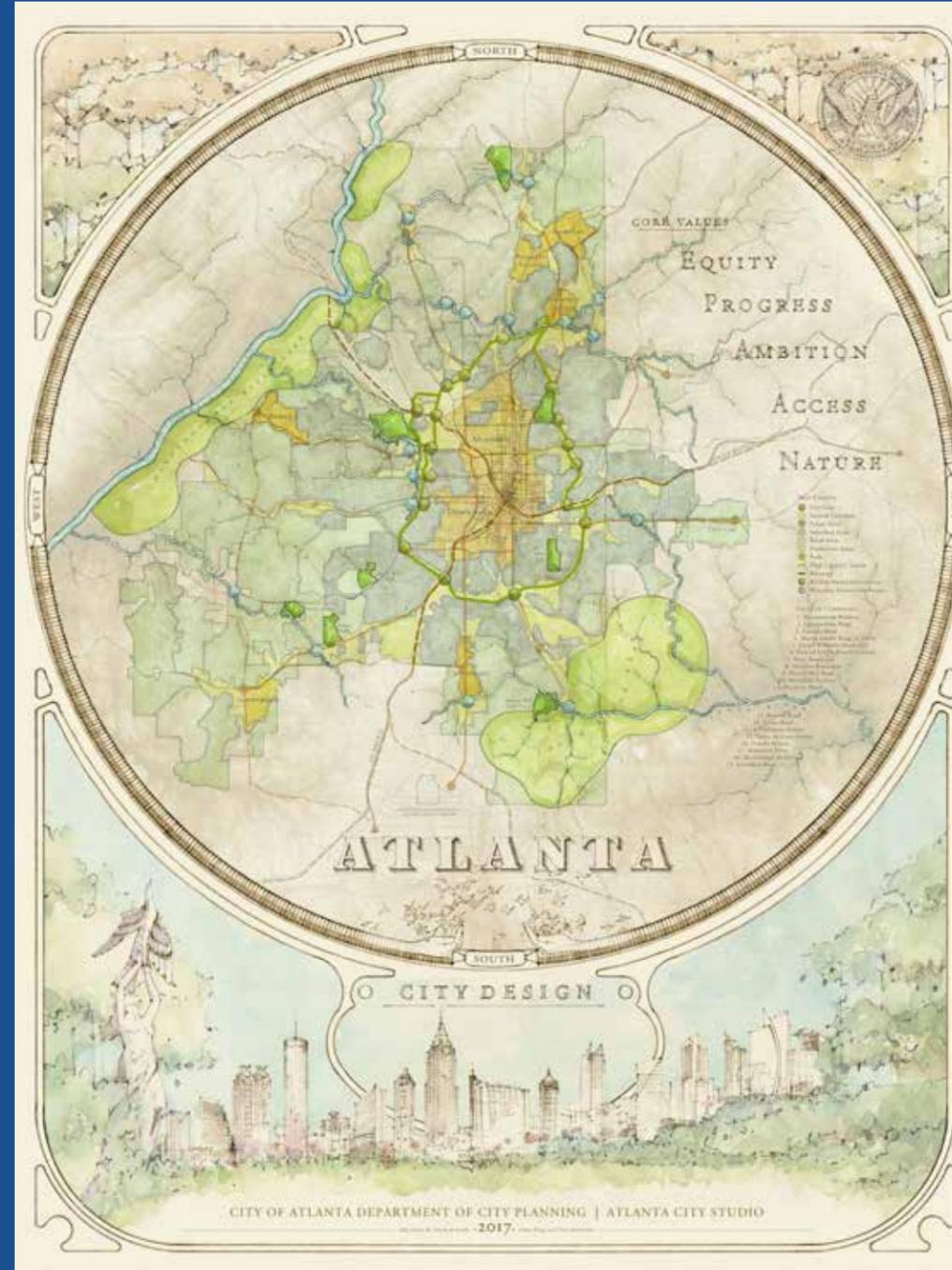
## 2.6 Existing Plans and Projects

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 recent city planning initiatives and the *NPU-G Community Master Plan Update* is an indicator of not only public policy alignment; but also 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 media 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 more targeted local 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. RiverLands is the epic waterfront space Atlanta has long desired – and the Proctor Creek Greenway is the vehicle for connecting Choice Neighborhoods directly to the river.

These three plans figure largely in the process for the Bowen Choice Neighborhood - and each plan's leadership team has committed senior staff to engage in this effort, 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 The Atlanta 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.

# MARKET CONDITIONS

## 2.7 Market Conditions

The Bowen site is a unique property due to its remote but beautiful location and thin demographics. It is a “pioneer” site, in that any development will be establishing a foothold in an area with low population change and low current income. Taking the area at face value, new retail would find it economically challenging and new housing would be faced with having to create supply-driven demand (“build it and they will come”). That said, the recent investments in revitalization of the adjacent Grove Park neighborhood, the construction of the Proctor Creek greenway and the West Side Park, and new housing development underway or planned for the immediate vicinity, and a branch library less than one-half mile to the north indicate market pressure – and gentrification – may not be far off. In that sense the Bowen site is an opportunity to not only define what this key growth area of Atlanta will be, but to provide affordable and accessible housing that is high quality and in an amenity-rich environment.

Over the past five years, the Bowen Market Area (defined as ten Northwest Atlanta neighborhoods surrounding and including the Bowen site) has seen increases in home values, household mortgage expenditures, and household incomes. Demand for housing in the Bowen Market Area is driven by increasing employment and nearby investments from large employers such as Microsoft; new green spaces including the Westside Park, connected trails including the BeltLine; and the expansion of technology centers linked to Georgia Tech and the Atlanta University Center Consortium.

Although the number of households and the population has increased nearby, a high poverty rate and low level of educational attainment characterize the areas adjacent to the Bowen site. This is reflected in high housing-cost burdens for nearby households. The housing market in the Bowen Planning Area and adjacent neighborhoods have delivered various new housing products in recent history. Three recently renovated, market-rate apartment developments and a newly built, senior affordable rental development have increased rents in the area immediately surrounding the Bowen site.

In addition, large development (either underway or planned) and land purchases point to new single-family for-sale and rental development in the pipeline. See the following page for a listing and proximity to the Bowen site.

For additional information on market demand in various categories see **Appendix E: Draft Market Assessment** completed in October 2021.

# BOWEN MARKET OVERVIEW

\*within 1/2 mile of site

There is substantial demand for rental and for-sale housing in the Primary Market Area. The Bowen Planning Area and Bowen site are well-positioned to absorb significant portions of this demand.

The housing demand analysis illustrates the opportunity for a blended approach to residential development on the Bowen site utilizing rental and for-sale options by delivering over 2,000 housing units at various area-appropriate price points.

9%

HOUSEHOLD GROWTH RATE 2010-2021

95%

INCREASE IN SINGLE-FAMILY HOME SALES 2018-2020

22,100

TOTAL JOBS

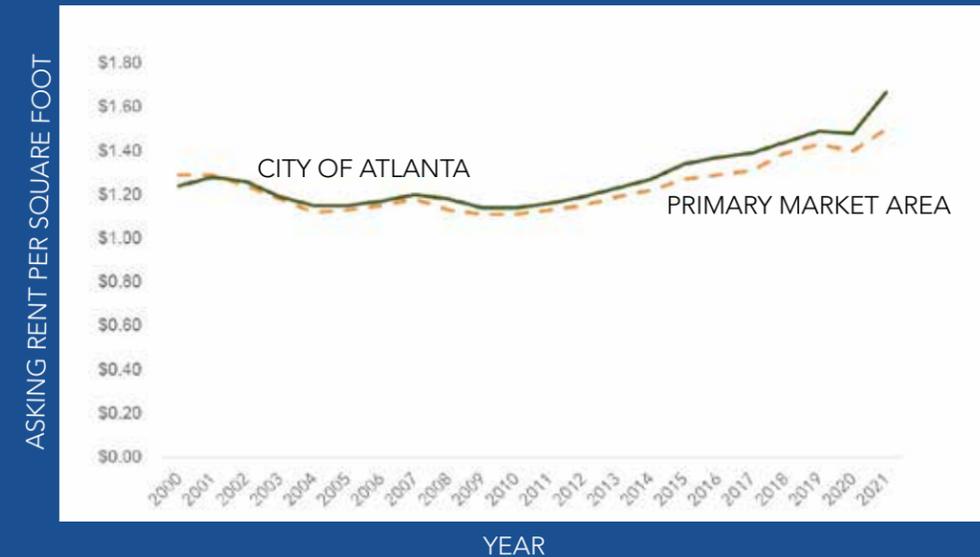
3,000+

NEW RESIDENTIAL UNITS IN PLANNED PIPELINE

\$46,665

MEDIAN HOUSEHOLD INCOME

## MULTIFAMILY RENTAL RATES



# NEW DEVELOPMENT



The Remington



Quarry Yards



Bellwood Homes

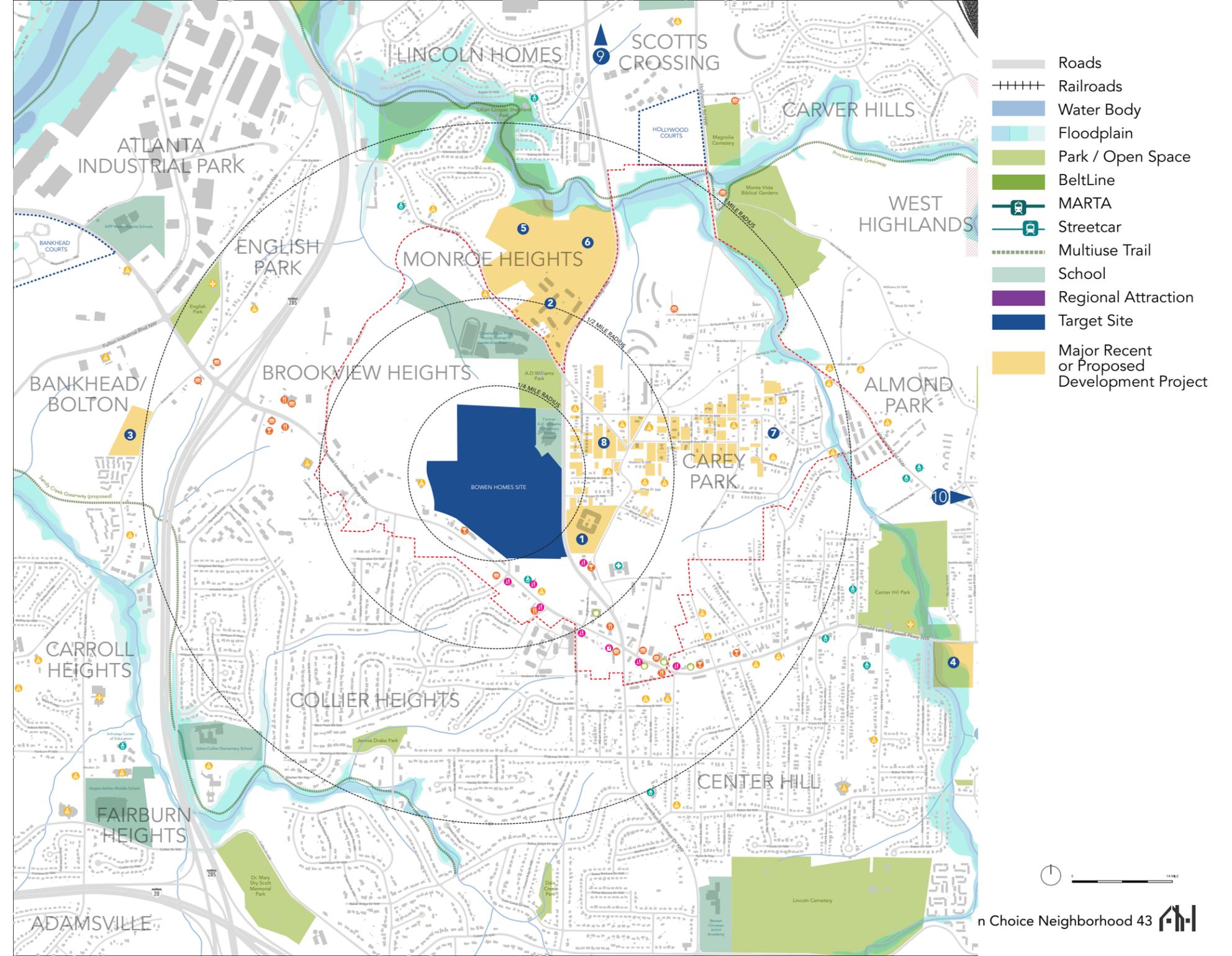


Populous at Westside

## RECENT OR PLANNED RESIDENTIAL (NEXT PAGE)

CAREY PARK, MONROE HEIGHTS, & SURROUNDINGS

- 1 The Remington (Completed - New Construction)
- 2 12th & James (Completed - Renovation)
- 3 The Reserve at Bolton Road
- 4 Intrada Westside Apartments
- 5 Populous at Westside
- 6 Westside Bend at Proctor Creek
- 7 Bellwood Homes Infill
- 8 Longline Carey Park
- 9 Carson Development Riverside
- 10 Westside Park at Quarry Yards



# ENGAGEMENT

## 2.8 The Community Process

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:

- **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)
- An October **“Return to Community”** event and planning workshop
- A January **“Charrette Week”** which included a seminar on Good Urbanism and two public open house events
- A March **Recap Open House** and Zoom meeting for final validation of the draft redevelopment plan

A set of four Interactive Planning Kiosks from the Return to Community event were utilized during every workshop to gather input on design and policy elements related to the Guiding Principles. Some of the key community feedback included the following:

- Questions emerged around many units on the site will be affordable, at what levels of AMI, and how AH will manage the return of former residents. Some participants commented about the need to build generational wealth through homeownership.
- Support for a broad mix of housing types, particularly single-family housing and duplexes on the Bowen site and larger multi-family buildings throughout the Choice Neighborhood area. Many participants noted that affordable housing was more important than other site considerations, like preserving existing site infrastructure.
- Participants asked about APS’s plans for the A.D. Williams School, and were strongly in favor of reestablishing a school at that location.
- There is a desire for small businesses and Black business ownership. They also noted that they do not want to see more dollar and discount stores and liquor stores throughout the Choice Neighborhood area.
- Strong support for the connection to the Proctor Creek Greenway, pedestrian green streets on the Bowen site, keeping the former street names, an improved bus stop at Donald Lee Hollowell Parkway, and street connections to the neighborhoods, Field Road, and Hollowell Parkway.



- Strong support for neighborhood parks, community gardens, nature areas, and educational play spaces. However, participants want a balance of preservation of natural resources and providing affordable housing units.

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. These groups will continue to meet during the first phase of development, and the successful team will be expected to engage them in a regular and substantive way.

As well as the focused activities listed above, assessments and surveys were conducted at key points throughout the planning timeline to understand community needs and concerns. The Community Needs Assessment collected input from former Bowen residents and current community members through an extensive 52-question survey. The Community Needs Assessment was shared with former Bowen residents and current community members through electronic and in-person means whenever possible. The Former Bowen Resident Needs Assessment was a follow-up survey that collected input specifically from the former Bowen resident households who were AH-assisted at the time of the planning process. This assessment asked a total of 18 questions from four topic areas and was administered through one-on-one phone surveys with AH Outreach Specialists. This method helped to ensure thorough understanding of survey questions and proper completion of the assessment. The intention of both assessment tools was to gather input to tailor the Transformation Plan such that it supports resident and stakeholder priorities and addresses community needs.

# REGENERATION

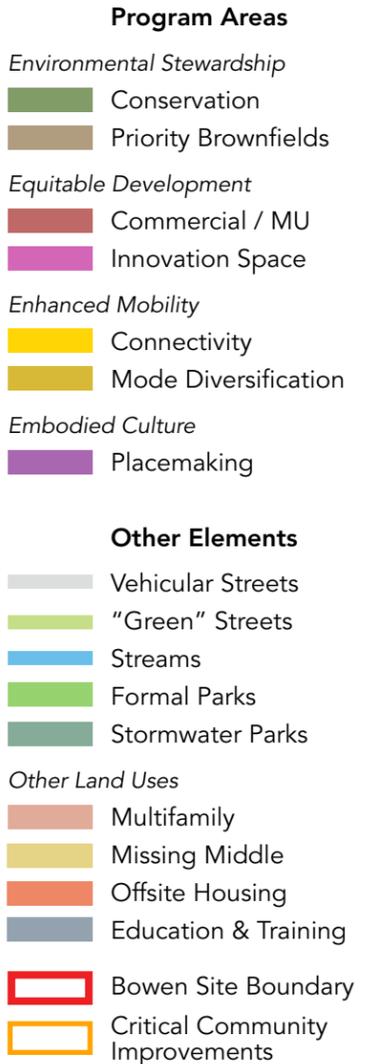
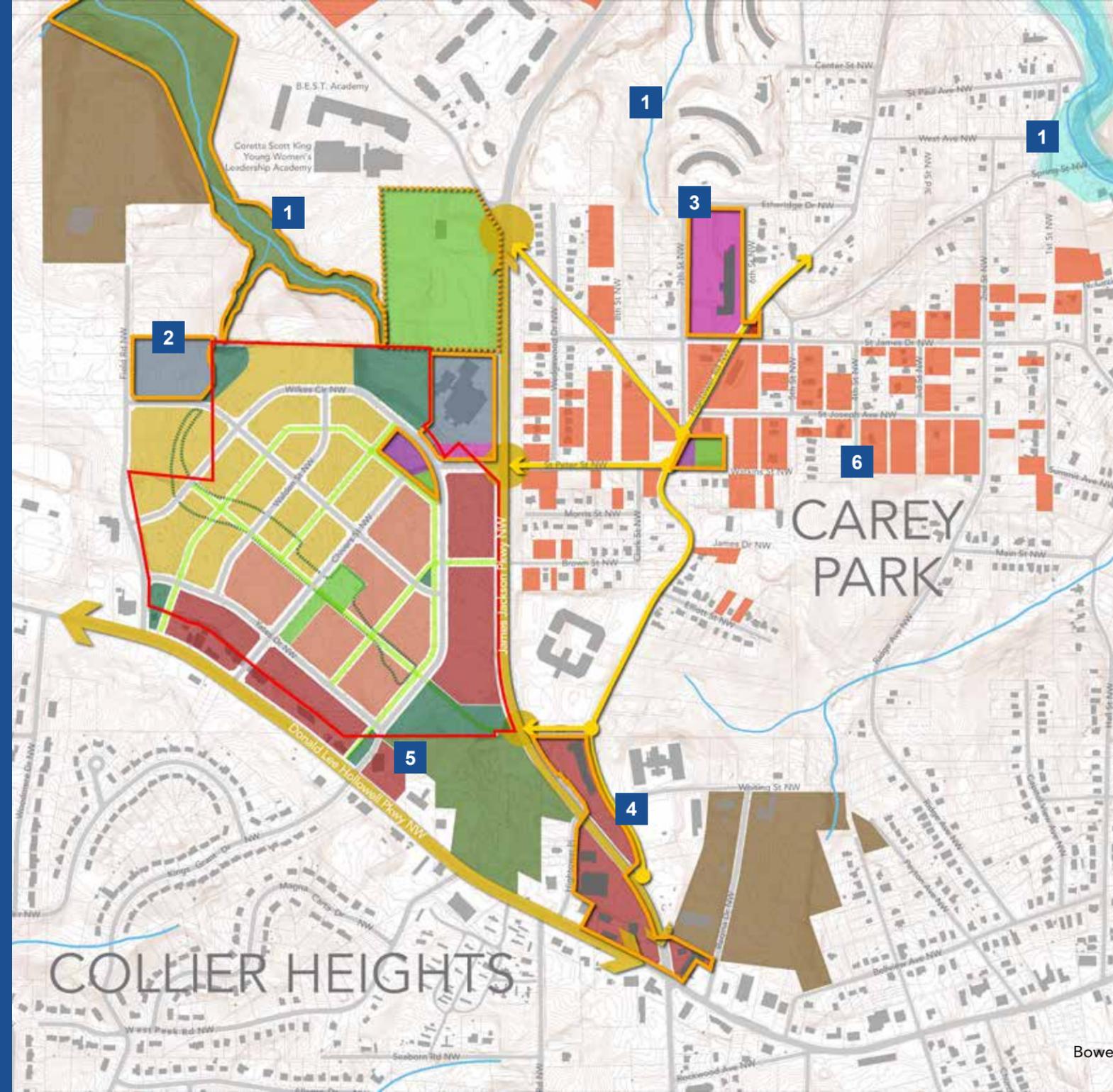
## 2.9 The Bowen Choice Vision

Building on the 2020 NPU-G Community Plan and over ten months of Steering Committee, Resident Advisory and Focus Group meetings; four public open house events, seminars and workshops; and countless partner conversations; the Bowen Choice Neighborhood presents an unparalleled opportunity to realize a vision of **Regeneration** anchored completely in the dreams and aspirations of the community. With initiatives like the Proctor Creek Greenway as inspiration, the Bowen Choice Neighborhood seeks to transform a neglected and environmentally stressed part of Atlanta into a place where natural, social and economic regeneration can occur through careful development and public investment.

The diagram to the right represents the manifestation of this vision of Regeneration through investments in four transformative categories:

- **Enhanced Mobility** with improved connections to take the place of barriers, investments in transit, and other public works projects to make it easier to move around,
- **Environmental Stewardship**, achieved through land conservation, provision of green infrastructure, and environmental remediation,
- **Equitable Development** of mixed-income housing and support for job creation through innovation training and small business programs, and
- **Embodied Culture** that honors and celebrates the artistic heritage of Bowen while creating a platform for new expressions of community.

These four categories are the foundation of every element of the physical framework for transformation, shown in the diagram.



# OFFSITE INITIATIVES

## 2.9.1 Key Neighborhood Projects

A vital component of the Choice Neighborhood regeneration are Critical Community Improvements, for which the impact of the development extends beyond the site itself. Critical Community Improvements (CCI) are “community and economic development projects undertaken in the target neighborhood which will advance the neighborhood outcomes proposed in the Transformation Plan.” These projects are typically physical and economic development improvements, which enhance and accelerate the transformation of the Bowen Choice Neighborhood. During community charrettes, outreach to local business owners, and interviews with key partners, the following six key Critical Community Improvements were identified and prioritized:ey projects are described below:

- 1. Green Connections to Proctor Creek** – Multiuse trails along each of the three Proctor Creek tributaries (especially A. D. Williams Creek) provide access to the Chattahoochee River and employment areas like Microsoft to the east.
- 2. Environmental Education Center** – A hands-on immersive learning environment anchored by the Center for Hard to Recycle Materials (CHaRM) with additional grounds and facilities for lessons in ecology, energy and resource efficiency, and climate resilience.
- 3. Innovation Hub** – Conversion of the mothballed John Carey elementary School into a community hub



of innovation, family and community cultural center, and natural open space. The Carey Park Innovation Hub will integrate these activities, bringing valuable services and unique opportunities directly to the Choice Neighborhood and beyond.

- 4. Improvements to Local Retail Buildings** – A partnership with Invest Atlanta for façade improvement to outdated strip centers as the first step in defining a potential Business Improvement District. Subsequent projects could include pedestrian walkability and safety enhancements and small business development support.
- 5. High-Quality Affordable Grocery Store** – Community feedback consistently cited access to fresh food as one of its highest priorities. Efforts will be made to recruit a national or regional chain with expertise in providing consistent, affordable, quality fresh foods to improve community health outcomes and school performance, while lowering food bills and medical expenses.
- 6. Innovative Infill Development** – major redevelopment of existing single-family lots into approximately 400 units of housing to include: single-family homes, two-family homes, duplexes, small-scale multifamily, and accessory dwelling units. The infill project will offer rental units, with 20% of units rented to income earners at an average of 80% of AMI.

# GUIDING PRINCIPLES

## 2.10 Stakeholder Goals & Objectives

The themes emerging from the **NPU-G Community Master Plan Update** – Connectivity, Development, and Environment – combined with a recognition of the crucial role the voices and stories of former Bowen Homes residents play in the regeneration of the Choice Neighborhood area form the four transformation categories discussed above. These categories are the basis of four complementary Guiding Principles that structure every aspect of the Transformation Plan, and the Bowen site redevelopment strategy.

The Guiding Principles were established early in the process through conversations with Focus Groups, the Steering Committee, Resident Advisory Committee; Atlanta Housing agency goals; City of Atlanta policy; and site analysis results. The principles overlap and are intended to inform the vision of the area and site through design interventions; but also help direct implementation through public policy decisions, partnerships, and code changes. These principles, combined with the community input and analysis, allowed the Planning Team to establish a Street and Open Space Framework Plan as the initial phase of design. Within this public realm framework, the community (working through the design team) was able to express their goals and objectives for development types and intensities on the resulting blocks. All planning and design decisions throughout the project refer to the four Guiding Principles to ensure recommendations are realistic and will help to meet the expectations of the neighborhoods, Atlanta Housing, and City of Atlanta.

### Increasing Connectivity

The neighborhoods within the Transformation Plan area, including the Bowen site, should be connected to each other and to quality jobs in the Atlanta Industrial Park, Downtown Atlanta, and other nearby employment centers. This connectivity should be delivered through better transit access, additional street network, trails and sidewalks, and improved signalization and intersections.

### Preserving and Enhancing the Natural Environment

Redevelopment should prioritize green infrastructure and the preservation of existing natural resources where feasible. Tree preservation, environmental education, careful remediation of damaged areas, access to the Proctor Creek Greenway, and creative stormwater management techniques will not only improve the environmental conditions, but also help build a sense of community.

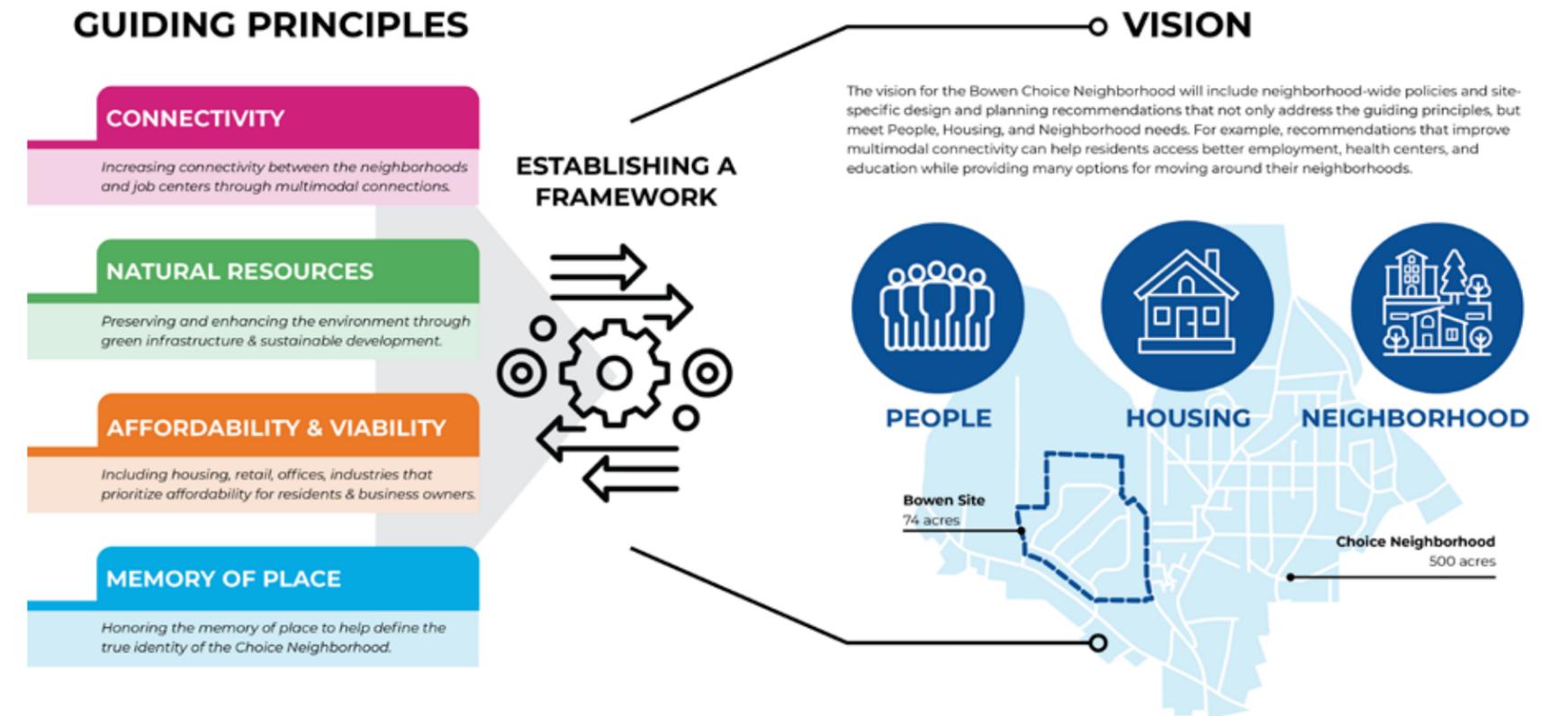
### Prioritizing Affordability and Viability

Redevelopment that includes housing, retail, offices, industry, and other uses should prioritize affordability for residents and business owners. Beyond the cost of housing and business space, this includes access to affordable and quality goods, services, and food. Economic development strategies for attracting businesses should consider feasibility, gaps in the market, and current industries in the area. Workforce development and educational programming will also help ensure long-term viability.

### Including and Honoring the Memory of Place

Community input will drive the design interventions that establish the true identity of the Transformation Plan area, particularly the Bowen site. Preserving site features, such as streets and trees, add a sustainability element while reflecting the former Bowen Homes' community. Public art, historical markers, and signage can celebrate community and pay tribute to historical events and people. The Memory of Place will be an evolving element of the Bowen site design and considerations for the entire Transformation Plan area as the public input continues to

uncover different stories from former Bowen Homes residents and community members. Feedback to-date indicated that the street names for the existing streets should be retained because the streets and courtyards outside of the apartment buildings along those streets were important gathering places. The current Street and Open Space Framework Plan builds off this existing network and includes additional street connections to create small, walkable blocks.



# A NEIGHBORHOOD

## 2.11 The Bowen Site Transformation

While there are numerous collaborations and partnerships being considered for the Bowen site, there are four big overlapping design moves, directly tied to the guiding principles, that impact the future phases of development. These are:

- Multiple street and trail connections to Carey Park and other neighborhoods, to better integrate the Bowen site to the rest of the community;
- Combining stormwater management and parks, to make all park spaces functional, beautiful, and useable while avoiding expensive underground infrastructure for stormwater;
- Offering 2,000 to 2,400 housing units across a range of price points, including subsidized units, affordable units for different incomes (the “Missing Middle”) and market rate.
- Honoring the culture and memory of Bowen Homes with site features that recall the elements former residents have indicated as important, like a daycare memorial plaza, the influence of hip-hop, the street grid and street names, and internal courtyards created along pedestrian green streets.



# STREETS & PARKS

## 2.12 Public Realm Framework Plan

The Street & Open Space Framework Plan for the Bowen site is comprised of three typical street sections that prioritize pedestrian circulation, stormwater management using green infrastructure, small and walkable internal blocks, and connectivity to adjacent streets and neighborhoods. They are:

### a Central Boulevard (Chivers Street)

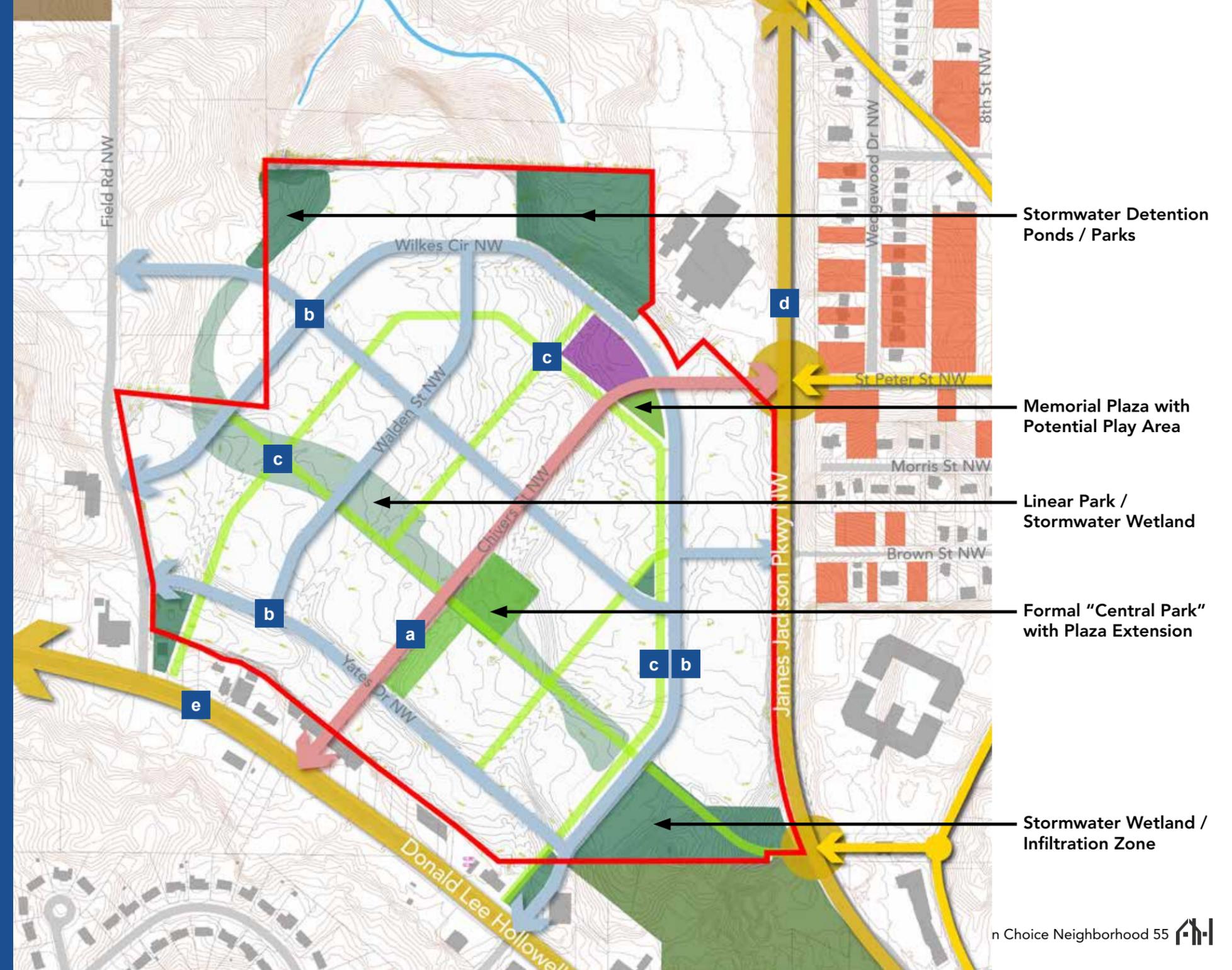
This street includes a central median and can accommodate cyclists in shared vehicle lanes. Sidewalks on both sides are buffered by on-street parking and a tree planting strip that will include street trees, street lights, and street furniture where appropriate.

### b Local Street (Walden Street, Yates Drive, Wilkes Circle, New Streets)

All local streets can accommodate cyclists in shared lanes. Combined with the multi-use path on Walden Street and Pedestrian Green Streets throughout, cyclists will have convenient access to the entire Bowen site.

### c Pedestrian Green Street (Throughout)

Pedestrian green streets accommodate multi-use trails and 26-foot fire access clear zones, in addition to bio-swales for stormwater management as described in the stormwater management narrative.



Stormwater Detention Ponds / Parks

Memorial Plaza with Potential Play Area

Linear Park / Stormwater Wetland

Formal "Central Park" with Plaza Extension

Stormwater Wetland / Infiltration Zone

# STREETS & PARKS

A fourth street combines the Local Street section with the Green Street section on Wilkes Circle from Chivers Street to Donald Lee Hollowell Parkway. With the vehicular component on the east and the multiuse trail component on the west, the section provides a key bike facility connecting the Collier Heights Neighborhood to Carey Park and Proctor Creek. The section also provides for a stormwater infiltration zone for Phase One in a central location where post-development impervious surfaces will be proportionately higher than the balance of the site.

Multiple iterations of the Street and Open Space Framework Plan were created throughout this process and were revised based on further site analysis, conversations with Focus Groups and the Steering Committee, and broader public input initiatives. In addition to the redesign of the internal street network, the community was clear about the need to increase walkability and transit connectivity on the two major corridors flanking the site. Proposed restructuring (subject to GDOT approval) includes:

## **d** James Jackson Parkway

The redesign of this street includes a central median with a wide sidewalk and tree planting zone on either side. Based on GDOT preference, the vehicular component could include two traffic lanes on both sides, or a single traffic lane with a dedicated bike lane in either direction.

## **e** Donald Lee Hollowell Parkway

GDOT plans to expand Hollowell Parkway to include at a minimum a center turn lane from Watts Drive to James Jackson Parkway. Public input recommends adding transit capacity as well as wide sidewalks and tree plantings on both sides for pedestrian safety and comfort.



James Jackson Parkway Looking North



# REDEVELOPMENT

## 2.13 Land Use Framework Plan

The Street and Open Space Framework Plan indicates general land uses and densities to reach approximately 2,400 units on the Bowen site and adjacent properties at full build-out. As shown, Atlanta Housing does not control some of the adjoining parcels, and these are key properties for strategic acquisition to fully realize the vision of the redevelopment and make connections to the community.

The land uses shown are:

### Mixed-Use

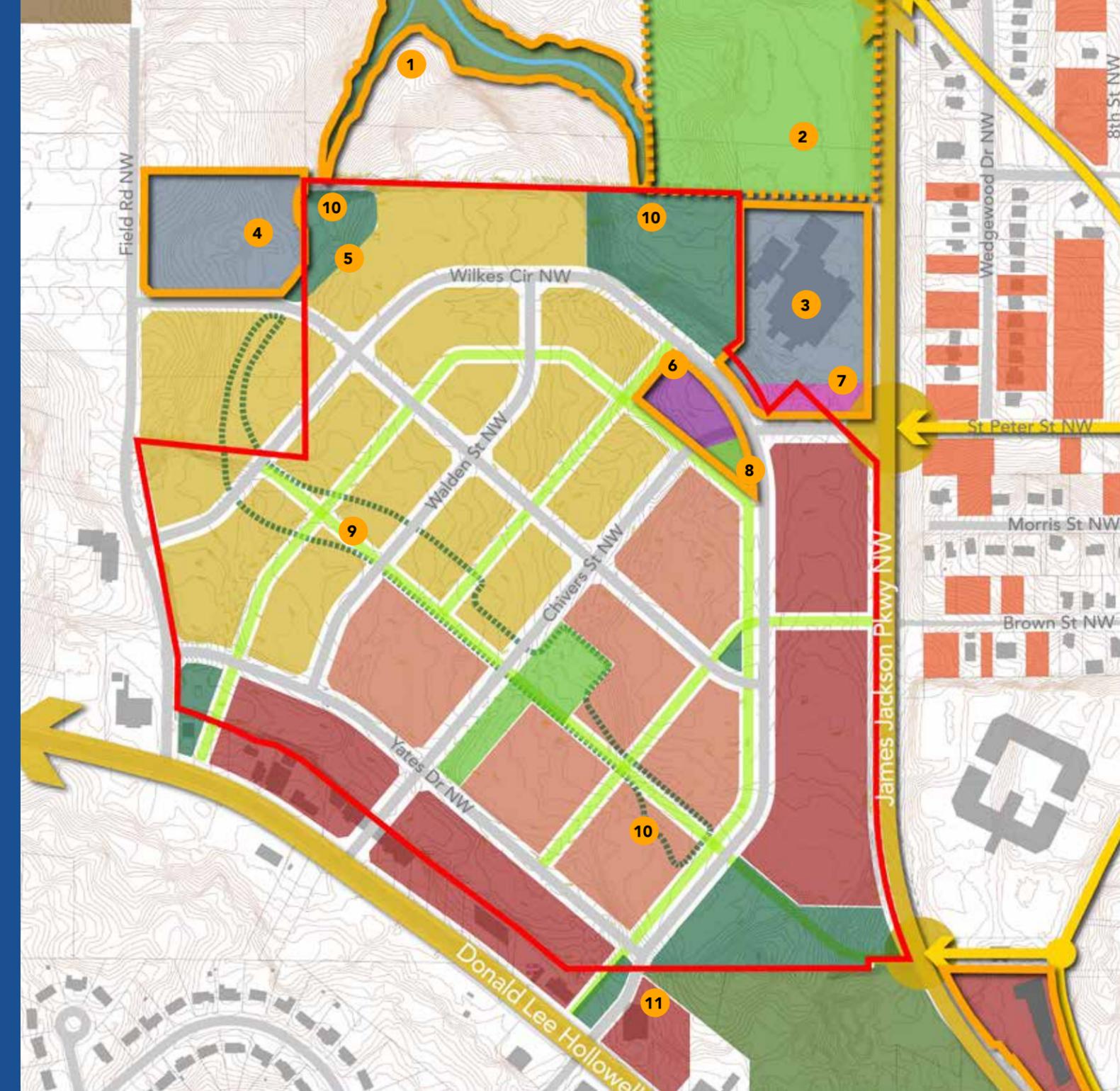
High-density residential with ground-floor office, retail, entertainment along major corridors (Donald Lee Hollowell and James Jackson Parkway) where feasible.

### High-Density Residential

Mid-rise multifamily buildings, many of which will require parking decks. Some can use surface parking and on-street parking to accommodate the parking needed for each unit.

### Medium-Density Residential

Missing middle housing types that can include small multi-family buildings, duplexes, townhouses, and other creative housing types. See the block prototype of missing middle housing types on page 68 to understand how these blocks can look, the range of density possible, and how the internal courtyards can enrich the environment on these housing blocks.



- Vehicular Streets
  - "Green" Streets
  - Streams
  - Formal Parks
  - Stormwater Parks
  - Conservation Areas
  - Signature Spaces
- Program Areas**
- Education & Training
  - Mixed-Use
  - Multifamily
  - Missing Middle
  - Offsite Housing
  - Bowen Site Boundary

# REDEVELOPMENT

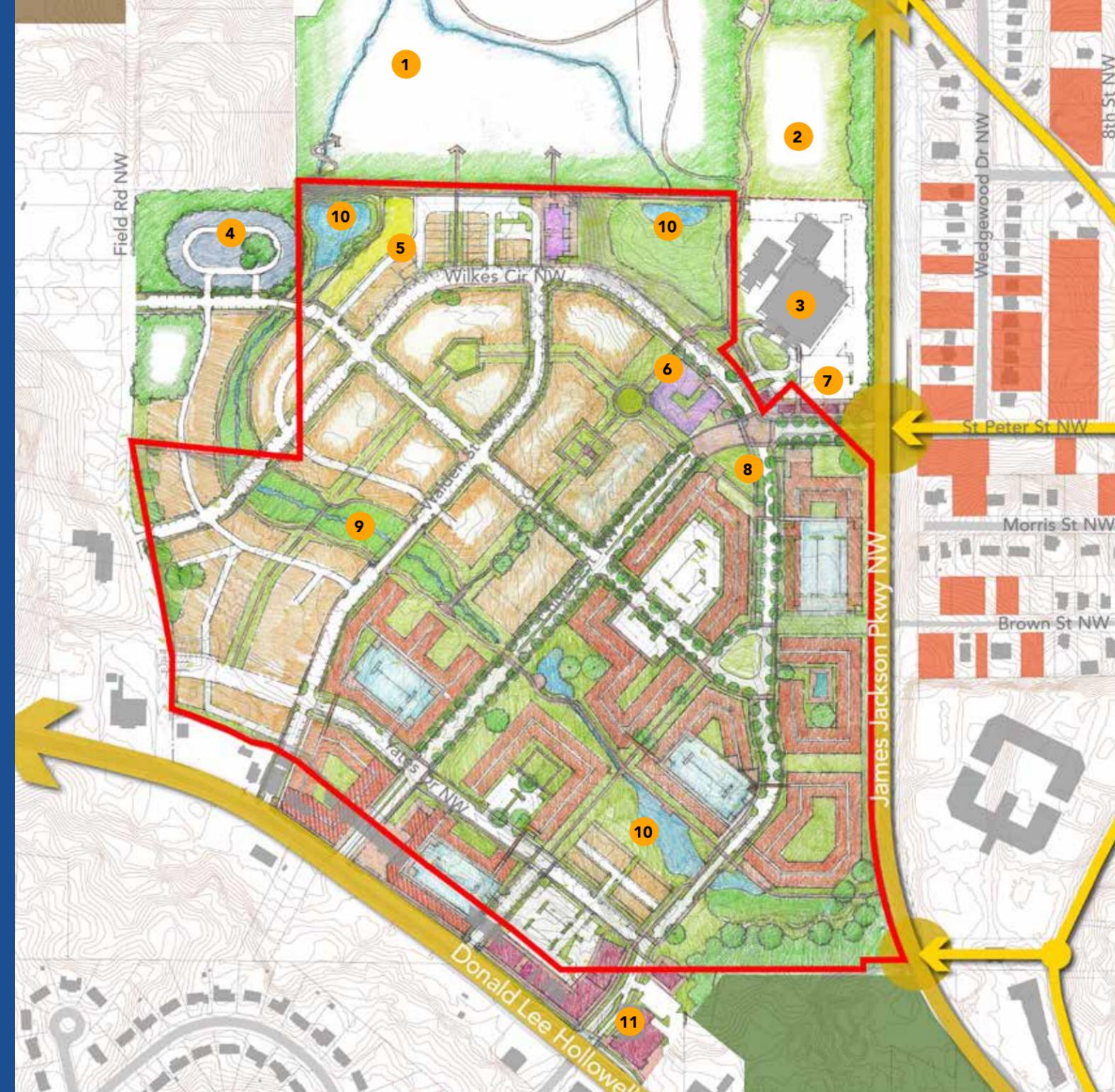
## Community-Serving Institutions

Educational facilities like schools and workforce training centered on environmental justice and green jobs. These properties should incorporate creative stormwater management using green infrastructure and provide public amenity spaces. Known partners in this project are CHaRM (Center for Hard to Recycle Materials) and Atlanta Public Schools.

## Green Space and Stormwater Management

Based on the Planning Team's stormwater analysis, these spaces should be used to accommodate stormwater as described in the stormwater management narrative. These areas should also be usable public spaces.

Phase 1 of the redevelopment includes high-density multi-family residential blocks with mixed-use if feasible, some medium-density residential blocks, and building part of the street network in the northeast corner of the Bowen site.



- 1 Preserved Forest
- 2 A. D. Williams Park
- 3 A. D. Williams School
- 4 CHaRM / Eco-Center
- 5 Urban Gardens
- 6 Community Center
- 7 Innovation Hub
- 8 Memorial Plaza
- 9 Rain Gardens
- 10 Stormwater Ponds
- 11 Small Grocery Site

# REDEVELOPMENT

## Green Infrastructure

Watershed protection and natural stormwater management is a key site design element and a critical priority for stakeholders and the community. The Environmental Focus Group stressed the need for stormwater infiltration over detention, although the volume will mean a mix of systems.



1

## Linear Courtyards

Many former Bowen residents have fond memories of the old courtyards and expressed the desire to include some version of them in the new plan. The network of Green Streets, widening in spots, provides gathering spaces reminiscent of the courtyards while infiltrating stormwater.



2

## Community Resource Center

Youth services and community programs combined in a "resource center" is a major priority for former residents and others in the neighborhood. Based on stakeholder and partner input, a new facility is shown to the south of the future A. D. Williams school.



3

## Daycare Memorial

The 1980 explosion at the Bowen Daycare Center was a tragedy where five children and two adults lost their lives. This must be commemorated in a memorial plaza near the former site of the center where St. Peters and Chivers Streets join.



4

## Innovation Hub

Workforce training and tech skills development is one of the major initiatives in Bowen Choice. While a long-term "Innovation Hub" could be built in Carey Park, the use of modular containers could be a short-term solution.



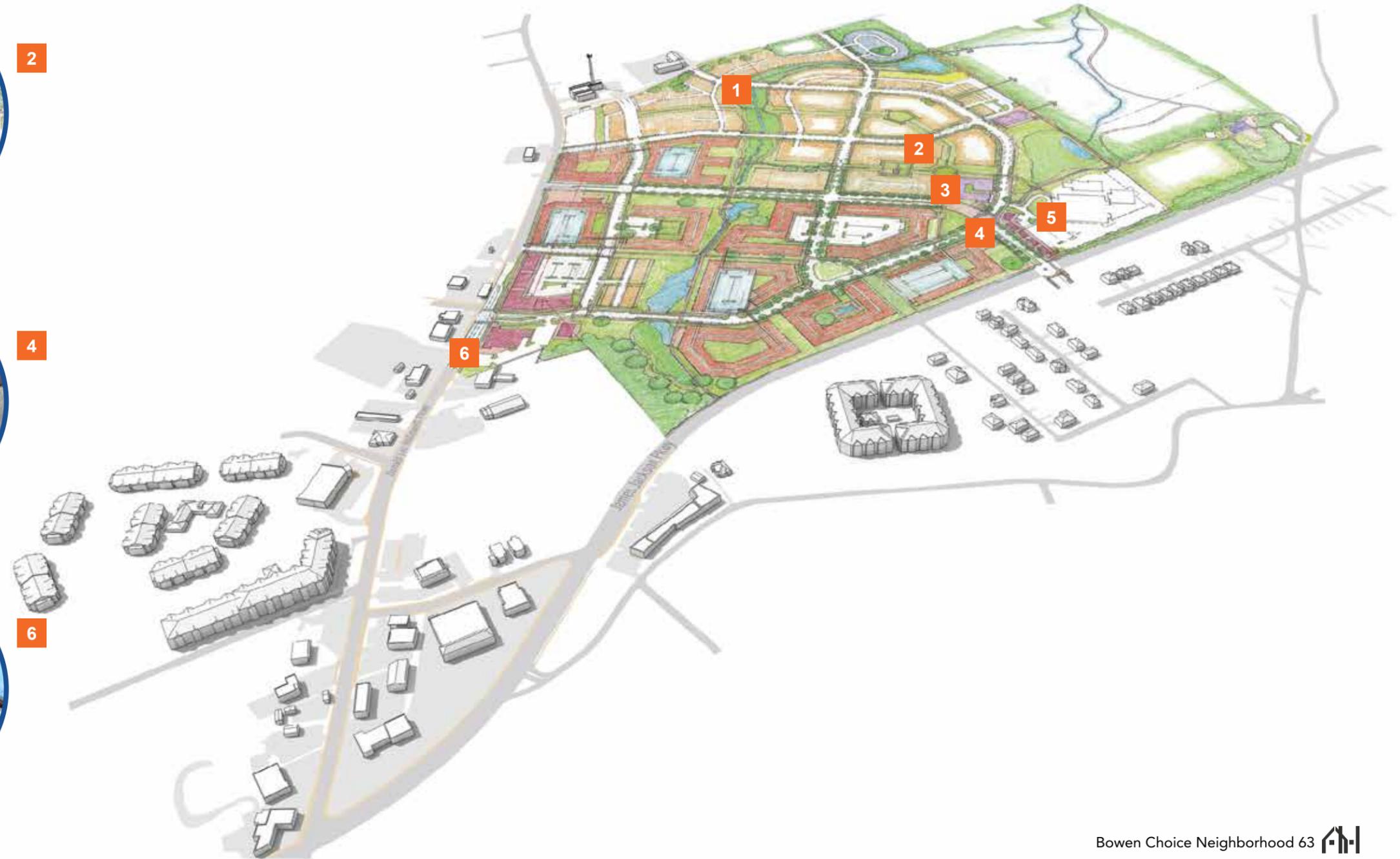
5

## Grocery Store

Along with realigning the north leg of the Yates Drive / Hollowell Parkway intersection, acquisition of three blighted parcels provides enough acreage for a small grocery like Aldi or Lidl.



6



# BOWEN'S HEART

## 2.13.1 The Heart of the Development

Ongoing public input continues to uncover important stories that should be represented on the site through design elements. The community was loud and clear about the importance of the streets and street names, the courtyards created by the buildings and streets, commemorating the 1980 daycare explosion, and the importance of Hip-Hop and how it generated hope and a feeling of representation for Bowen Homes residents. Residents of Bowen Homes had a great influence on hip-hop music nationally in the 1990s and early 2000s, and many performers grew up in or referred to Bowen Homes in their music and music videos. Some of the key design features celebrate these ideas, making Bowen a special and culturally significant place:

- Generally respecting the existing street grid alignment, but updating it for better connectivity internally and externally and preserving the former Bowen Homes street names;
- Adding a daycare explosion memorial plaza on the location of the former building, adjacent to a new Community Resource Center that will address health, fitness, education, and workforce development needs;
- Using pedestrian green streets to recall the courtyards, but expanding them in some places to create larger courtyards for informal gatherings;
- Clearing and re-creating the lawn adjacent to the former A. D. Williams Elementary School to be used as a stormwater park. This lawn recalls the OutKast music video for "Bombs over Baghdad," which was filmed at Bowen Homes and used the lawn as a major focal point of the video.



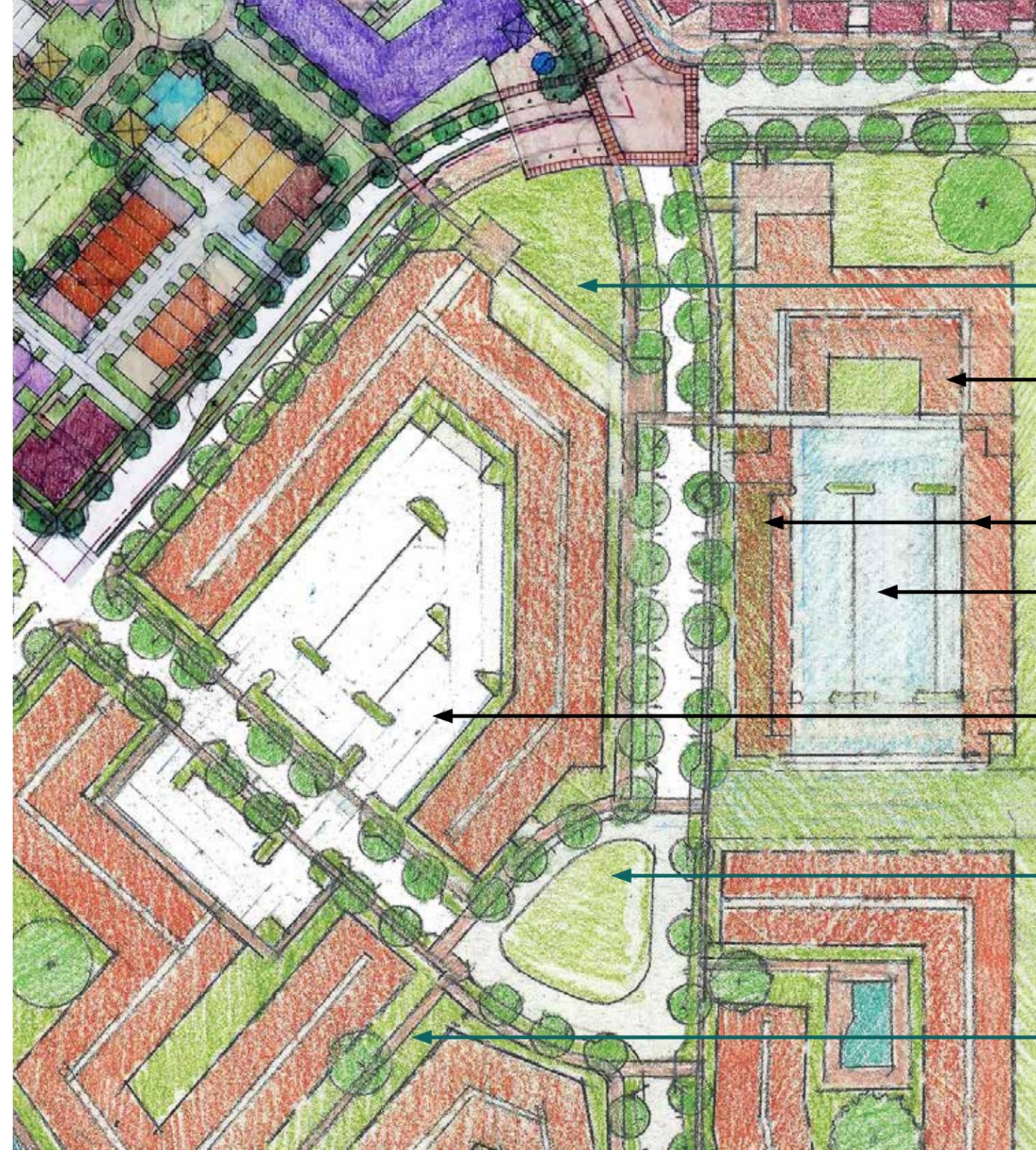
# HOUSING

## 2.13.2 Multifamily / Mixed-Use (Phase One)

Phase 1 of the Bowen site redevelopment includes approximately 750 residential units, with approximately 1/3 of the units designated as affordable / subsidized. It is envisioned that some long-term multifamily blocks (Blocks B and E) will be initially used for surface parking serving the first multifamily buildings; and later transition to high-density multifamily and / or mixed-use buildings with parking structures. When these denser blocks are developed, the surface parking may need to be accommodated in the deck structure or elsewhere on the site. In addition to surface parking, on-street parking will allow an average of one parking space per dwelling unit .

Phase 1 also includes construction of a portion of the street network:

- Part of the redesigned Wilkes Circle. On-street parking spaces will serve adjacent residential units.
- Part of the redesigned Walden Street, including the connection to James Jackson Parkway. On-street parking spaces will serve adjacent residential units.
- Part of the New Street from northwest to southeast. On-street parking spaces will serve adjacent residential units.
- A portion of the Green Street network, accommodating stormwater management as well as pedestrian mobility.
- A connection to Donald Lee Hollowell Parkway using the existing Yates Drive right-of-way. Street infrastructure and utilities will need to be improved in this right-of-way.



Phase 1 should include construction of the green spaces and stormwater management facilities as indicated in **blue-green** below.

Rain Garden Pocket Park

Potential Senior High-Rise

Multifamily Liner Buildings

Parking Deck

Multifamily, Surface Parking

Rain Garden Pocket Park

Green Street w/ Infiltration

# HOUSING

## 2.13.3 Missing Middle

A goal of the Choice Neighborhood program is to offer significant affordable homeownership opportunities, which can reside in “Missing Middle” development on the Bowen site. In addition to delivering on this affordability goal, the addition of a Missing Middle program element provides a diverse, fine-grained mix of housing types and architecture to the master plan resulting in a rich, non-repetitive streetscape. While most of these types would be for sale, small-scale rental options may also be part of the Missing Middle mix.

Illustrated in the prototypical layout to the right, a range of housing options are acceptable for Missing Middle blocks, with an intended density of 15 to 25 units per acre. This prototype layout reaches nearly 19 units per acre (including green streets) accommodating a playground, one large courtyard, a small courtyard, and an entire block dedicated to the community center and daycare memorial. The designs for the Missing Middle blocks must accommodate usable public amenity courtyards and consider the relationship between the housing and the pedestrian and regular streets.

Some suggested housing types include:

- Townhouses of various sizes
- Townhouse-over-flat units
- Accessory dwelling units (detached units or above a garage)
- Small multifamily buildings (duplexes up to 12 units per building)
- Small cottage single-family homes

Other creative housing types that fit into missing middle density levels can be considered in coordination with Atlanta Housing.



Vehicular access to all Missing Middle housing units should be from the rear, using alleys and mid-block surface parking lots. The prototypical layout shows self-parked townhouses and surface parking lots serving other buildings, for a parking ratio of 1.65 spaces per unit (including on-street parking along the block faces), higher than the parking ratio for the multifamily blocks.

Townhouse, Tuck-Under Parking

Townhouse, Surface Parking

Community Resource Center

Carriage House Apartment

Detached Cottage

Townhouse, Detached Garage

Small Apartment Building

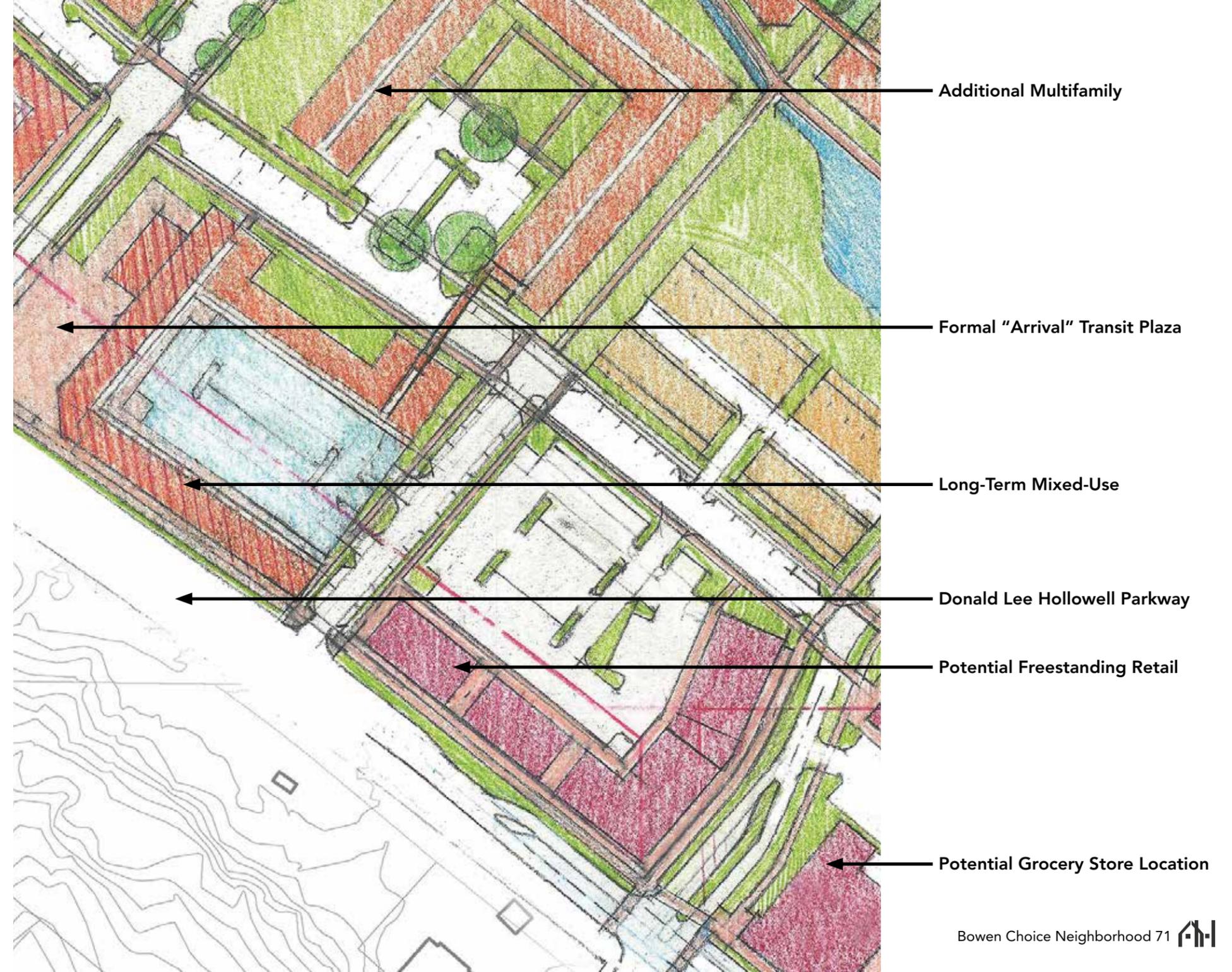
# DLH CORRIDOR

## 2.13.4 Economic Development

A key to achieving transformative economic development in the Bowen Planning Area will be to significantly enhance the commercial real estate offerings in two key areas near the Bowen site:

1. The Donald Lee Hollowell corridor adjacent to the Bowen site (redevelopment of vacant and underutilized land to more neighborhood-serving uses).
2. The retail district at the intersection of James Jackson Parkway and Hightower Road (support for existing businesses and development of new businesses through facade grants, public improvements and other investments).

The commercial real estate along the Donald Lee Hollowell Corridor adjacent to the Bowen site is currently characterized by auto-centric businesses with little aesthetic or local community-building appeal. However, the corridor provides a crucial linkage between downtown Atlanta and Interstate 285 and supports over 15,000 daily vehicular trips. As new households are added nearby and the opportunity for reimagined and new commercial offerings becomes more likely, local economic development initiatives should focus on ways in which the corridor can become a community asset. This is likely to occur through placemaking initiatives and focused tenant curation. In particular, neighborhood residents have voiced interest in a new grocery store for the area. Atlanta Housing has committed to assist in identifying and securing a grocery location to eventually serve the new residents of the Bowen site and the surrounding area.



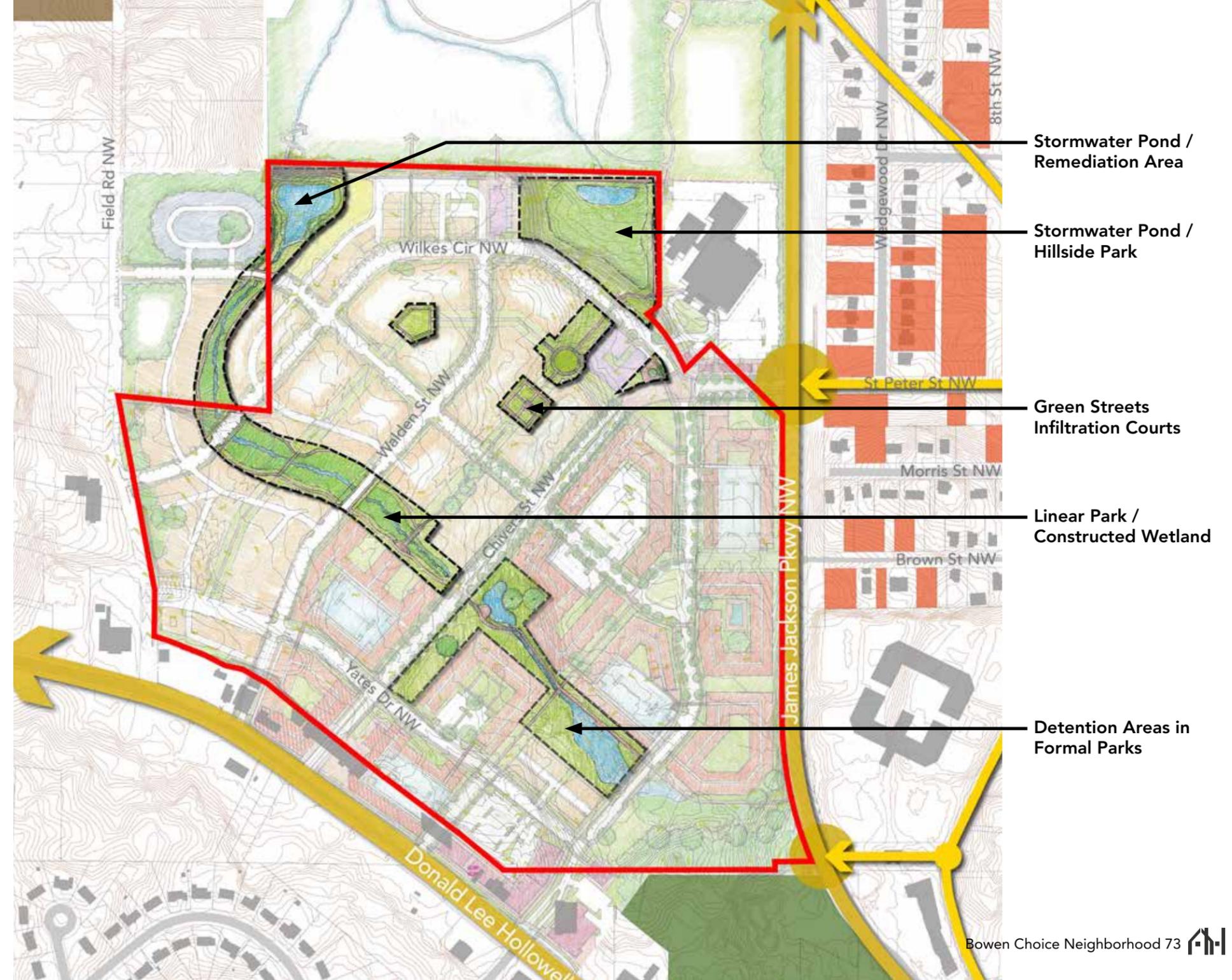
# STORMWATER

## 2.14 Green Infrastructure

The Bowen Choice Neighborhood site redevelopment will manage stormwater, including water quality and runoff reduction, in accordance with a master plan. Currently, the master plan envisions storm water detention for the overall development to primarily be located in three distinct areas - one at the extreme northern border of the site (Central Detention); one the northwestern portion of the site (Northwest Detention) and one at the southern end of the site (South Detention). The vision for the three distinct areas will honor and accommodate the natural basin geometry but also provides for efficient phasing of the development.

Additionally, the stormwater master plan works in conjunction with the green streets, interwoven throughout the development. The green streets will be elevated and infiltration zones and buffer plantings will provide linear and continuous water quality features within each block of the development. Due to some limitations caused by low infiltration rates and large impervious areas, not all water quality and runoff reduction can be accommodated within the green streets.

All phases of the development will be required to meet the City of Atlanta Stormwater Ordinance. Phase 1 of the development will need to integrate with the overall master plan, specific to pipe sizing, runoff reduction/water quality volume, channel protection volume, overbank protection, and extreme flooding protection. The design for Phase 1 will be a key 'connector' for future phases. Likewise, the development of Phase 1 cannot be a 'stand-alone' design that does not recognize the upstream impacts from future phases. The developer for Phase 1 will need to size pipes and other stormwater management devices to anticipate development upstream.



# BASELINE PLAN

## 2.15 Constrained Plan

The preceding sections have described an “Aspirational Plan” that represents the community’s desires for connectivity, open space and development, and includes properties adjacent to the Bowen site but not owned by Atlanta Housing. The illustration to the right represents the “Constrained Plan” – i.e. one that stays within the boundaries of Atlanta Housing property.

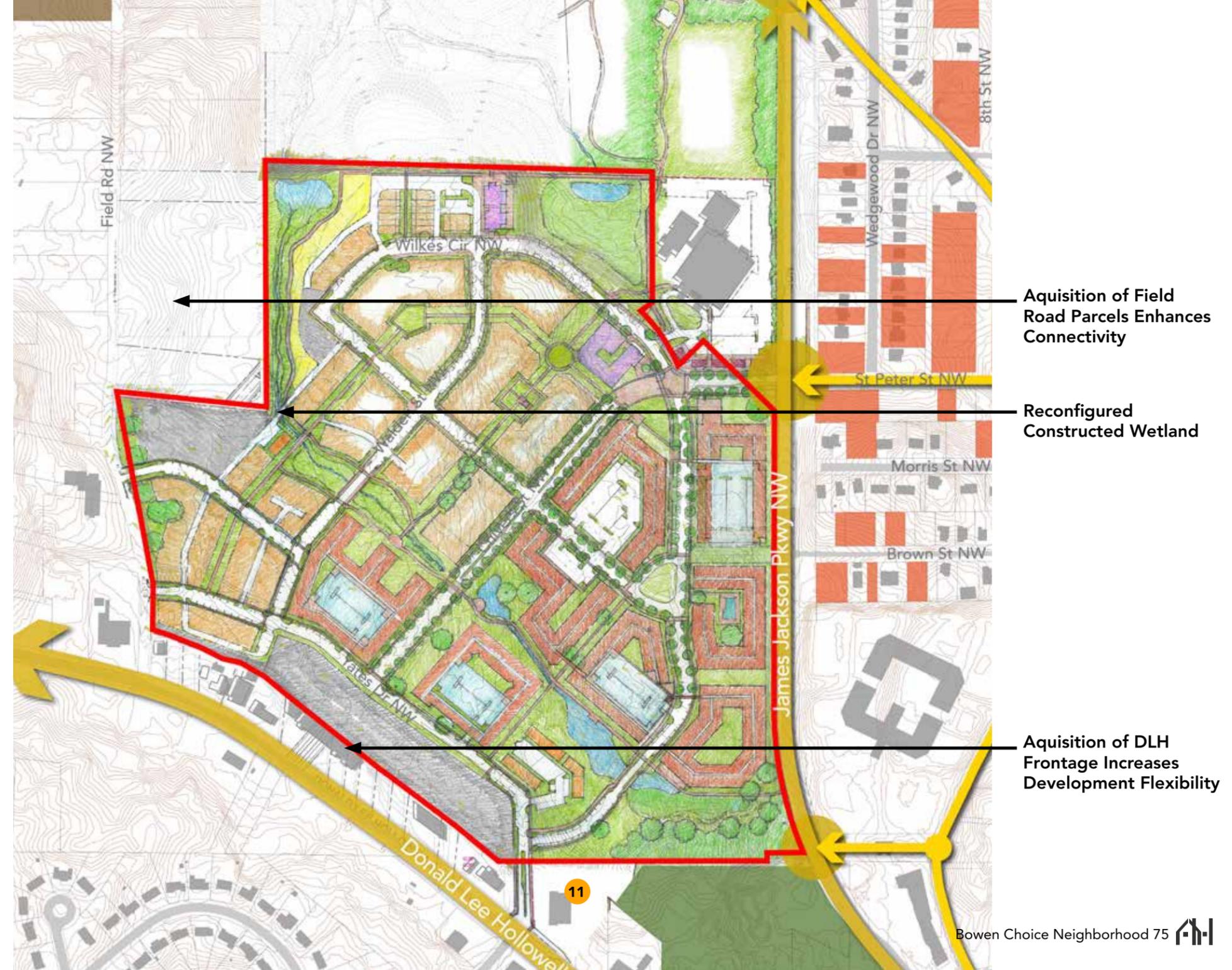
**Respondents must provide a development proposal for the Constrained Plan at a minimum, but are encouraged to include an acquisition and development strategy for the Aspirational Plan.**

While very similar, the Constrained Plan differs from the Aspiration Plan in several key ways:

- The Constrained Plan street network does not extend to Field Road in the northwest corner, compromising the overall integrity of the street network and east-west connections desired by the community.
- Parcels fronting Donald Lee Hollowell Parkway block access to that major thoroughfare. At least some of these parcels need acquisition to extend the street network to Hollowell Parkway, which is necessary for furthering neighborhood connectivity and viability.
- Streets and alleys in the northwest and southwest corners need reworking to make acceptable lots for housing units.

- The stormwater management could be more expensive because of the necessity of engineered solutions; and possibly underground vaults.
- Successful retail is less feasible without the Donald Lee Hollowell frontage – i.e. commercial and mixed-use development will be more successful with full-depth parcels, which would allow for larger buildings and a higher-quality gateway into the site.

The Constrained Plan could become the first phase of a broader development if adjacent properties are purchased. However, this would need to be considered early in the process in order for the site’s stormwater management to work most efficiently. If the Aspirational Plan is treated as the baseline, the street grid could be completed with multiple connections to Hollowell and Field Road; more housing units can be provided; the full environmental education / CHaRM facility can be built; and cost savings are possible through above-ground, low-impact stormwater management.



# Roles & Responsibilities: III. Atlanta Housing

# AH ROLES

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 of 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.**

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. For the redevelopment of Bowen Homes, AH has provided a community-based site development plan / master plan that suggests development pads and potential uses (Section 2); a preliminary green infrastructure plan; and a CAD regulating plan of the public realm



## 3.1 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.

## 3.2 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.

For commercial land, AH will consider a long term ground lease loan set at Fair Market Value. Sale of the commercial portions of the site may be considered at Fair Market Value if it supports the overall project goals.

## 3.3 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.

## 3.4 Rental Subsidy Provider, Funding Source

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.

## 3.5 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. If awarded, 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.

### 3.6 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.

### 3.7 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 Atlanta Regional Commission and City of Atlanta approvals including permits.

### 3.8 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.

### 3.9 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 the Developer's performance in meeting the above goals.

# Roles & Responsibilities: IV. Developer

# DEVELOPER ROLES

## 4.1 Planning and 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 F: Design and Sustainability Guidelines** including a street framework plan and conceptual 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 Appendix F-4 CAD Regulating Plan.** AH will also provide support to the Developer in public outreach for the rezoning process.

## 4.2 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.

## 4.3 Community and Stakeholder Engagement

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/>.

## 4.4 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's 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.

## 4.5 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.

## 4.6 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.

## 4.7 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.

## 4.8 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.

## 4.9 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.

## 4.10 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:

- Ensure 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.

## 4.11 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 G: AH-Assisted Communities HomeFlex Reference Guide.**

## 4.12 Homeownership Sales

The 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.

## 4.14 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.

## 4.13 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 Phase 1 Project 1 construction financing on the Development by the end of **fifteen (15) months** from the effective date of the MDA. All Phase 1 Projects including AH-Assisted Replacement Housing Units must be completed by **September 30, 2028**. For other phases 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.

# Development Team Capacity & V. Experience

# DEVELOPER TEAM

## 5.1 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.

### 5.1.1 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 organized as a corporation or partnership.
- Audited classified financial statements for the two most recent fiscal 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.

## 5.2 Experienced Development Team

AH is seeking a qualified development team for this unique opportunity to utilize current vacant land situated on the west side 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’s 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 large-scale 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.**

### 5.2.1 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.

### 5.2.2 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 within 60 days of selection.

### **5.2.3 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 note 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 K-1: Development Project Form** 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.

### **5.2.4 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.

### **5.2.5 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.

### **5.2.6 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.

### **5.2.7 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 Engagement Planner / Liaison, program and service providers, if applicable; and
- Marketing and Leasing / Sales Agent, if known.

## 5.3 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.

### **5.3.1 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.

# Development Program VI. Overview

# DEVELOPMENT PROGRAM

## 6.1 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 plan for replatting and rezoning 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 I will involve the eastern area of the site. Installation of green infrastructure can begin limited to this area and does not require installation of the entire site.**

## 6.2 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 vision and Neighborhood Transformation Plan under development, 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 of 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 returns and 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 H: 2021 CNIG Notice of Funding Opportunity** that describes the housing requirements of the CNIG.

## 6.3 Development Concept

The Development concept must reflect the information in Section II, Site Vision that incorporates community priorities and objectives.

### 6.3.1 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 F.

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 F. However, Respondents are urged to review and consider the community engagement feedback and results of AH's planning efforts to date, provided in Section II.

See Appendix F-1 for depictions of the Constrained and Aspirational Development Concept Plans identifying the Phase 1 area and pads for development. All proposals must use Appendix F-4 CAD Regulating Plan as a base.

The selected Respondent will continue to work with the AH Real Estate Sustainability team to refine plan details while adhering closely to the plan framework.

### 6.3.2 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 CFR 905.312 and 24 CFR 905.604(g).

#### 6.3.2.1 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 H: 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.

### 6.3.3 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, as depicted in Section II.

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:

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

#### 6.3.3.1 Required Submission: Section C-3 Sustainability

In a narrative format, Respondents should clearly describe their background and expertise in innovative sustainable development, including past projects, programs, designs, and partnerships. The narrative should describe this development's approach to green infrastructure and building design and operations, including 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. The narrative should clearly state how the proposed sustainability strategy will achieve financial feasibility, including its impact the capital and operating costs, versus the proposed benefit. Lastly, the narrative should include proposed community outreach strategies for engaging all Bowen residents and the broader Choice community, local existing and new businesses, and the city of Atlanta (including Atlanta Public Schools, the Office of Sustainability, Watershed, etc.) to improve resilience, health, and economic outcomes.

Proposals will be considered using the following criteria:

- Previous expertise and track record in innovative sustainable development – evidence of a portfolio of innovative sustainable development projects, including description of innovation, measurements of success and achieved outcomes.

- Inclusion of green building principles in housing - the development achieves the maximum level of green housing, as certified by LEED, Earthcraft, or another third-party level of sustainable certification.
- Building innovation and creativity - innovative options are proposed throughout the development scheme to maximize efficiency and reduce carbon footprint, solve for effective water management, provide for lower operating costs and resident resilience.
- Financial feasibility- the extent to which the project demonstrates a triple bottom line – profitability, affordability, and sustainability.
- Community involvement – the development team has applied its experience to create a plan to engage local residents, businesses and advocates in the sustainability program on site, and within the local community, to deliver improved impact on their lives and economic circumstances.

### 6.3.4 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.

#### 6.3.4.1 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.

## 6.4 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 120 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.**

### **6.4.1 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

## **6.5 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.

### **6.5.1 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.

# Owner Entity Structure & VII. Financials

# STRUCTURE, FINANCIAL PLAN & AH FEES & PARTICIPATION

## 7.1 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.

### 7.1.1 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.

## 7.2 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 7.6; (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:

### 7.2.1 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 7.7), 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 (should be modeled at \$450 per AH unit per year in accordance with HUD FTR guidance)
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 Form 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 120 days of the Board of Commissioners' authorization of the resolution. See Section 7.3 AH Development Funding for details on AH Loans.

### **7.2.2 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 1/2" 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.

Respondents must provide the following for all phases:

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 Form 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 Form 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 K-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.
  - v. Construction and Sales Schedule (may be separate tabs).

#### **b. Appendix K Form K-3: HUD 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.

#### **7.2.3 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 board approval of deal terms (see page 19). 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.

### 7.3 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.

#### **7.3.1 CNIG Funds**

Per the requirements in Section 7.6 herein, Respondents must include the minimum number of AH-Assisted Replacement Housing Units, and therefore may request a maximum estimated amount of \$ 49,550,000 in CNIG funds (presumed maximum grant of \$50M less the \$450,000 planning grant funds awarded to AH) towards the combined total development costs.

Per Section IV.F.2. of the 2021 NOFO, the following activities are ineligible for CNIG funds:

1. Any activities carried out on or before the date of the letter announcing the award of the Choice Neighborhoods grant.
2. Costs of Choice Neighborhoods application preparation.
3. 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.

#### **7.3.2 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:

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

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
5. 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 3rd 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.

## **7.4 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.

**AH will provide rental subsidy. These units must remain affordable to low-income households for a period of at least 40 years. Affordable Units 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.

## **7.5 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 7.7.2 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 2021 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:

**Term of Affordability: 20 years.**

## 7.6 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 Phase I Projects is required. 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.

- Phase I Homeownership Project(s) must include Affordable Homeownership Units and Market Rate Units.
- 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.

**See Table on Opposite Page.**

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

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

## 7.7 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.

## 7.7.1 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.

Unit Type	Tenant's Area Median Income	Maximum Rent Amount	Minimum Term of Affordability
Market Rate	Unrestricted	Per market study	none
Affordable Units	81%-120% AMI	Per market study	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 <i>(income-averaging allowable)</i>	60% AMI <i>(income-averaging allowable)</i>	LIHTC compliance period
Other Rent Restricted Units <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

## 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.

### 7.7.2 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, 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.

## 7.8 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.

### 7.8.1 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.

## 7.9 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.

### 7.9.1 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.

# Property Management VIII. Plans

# MANAGEMENT

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.

## 8.1 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.

### 8.1.1 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.

### 8.1.2 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.

### 8.1.3 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.

### 8.1.4 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.

### 8.1.5 Lease Administration

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

### 8.1.6 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.

### 8.1.7 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.

### 8.1.8 Resident Concerns

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

#### 8.1.8.1 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.

## 8.2 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.

### 8.2.1 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.

### 8.2.2 Rental Collections

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

### **8.2.3 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.

### **8.2.4 Tenant Relations**

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

## **8.3 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.

### **8.3.1 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.

# Opportunity & IX. Inclusion Plan

# MANAGEMENT

## 9.1 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 MWDBE 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.**

### 9.1.1 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. Respondents 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.

# Mandatory X. Submittals

# FORMS

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## 10.1 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

## 10.2 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.

### **10.2.1 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.

# Selection Process & Submission

## XI. Requirements

# SUBMISSION FORMAT

## 11.1 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 5.1 Financial Position & Capacity (Threshold Requirement) supra.

## 11.2 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.

## 11.3 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.

Section	Major Category	Page Count
<b>Section A Development Summary and Statement of Interest</b>		<b>3</b>
A-1	Threshold: Financial Position & Capacity <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, Financial Plan &amp; AH Fees and Participation</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 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 and 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 and Inclusion Program</b>		<b>5</b>
F-1	Opportunity and Inclusion Program	5
<b>Discretionary Pages</b>		<b>10</b>

# Scoring & Evaluation

## XII. Criteria

# EVALUATION

## 12.1 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 120 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 120 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 120 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 120 days after the Board of Commissioners authorize the resolution.

## 12.2 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.

Section	Major Category	Scoring
<b>Section A Development Summary and Statement of Interest</b>		-
A-1	Threshold: Financial Position & Capacity <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	10
B-3	Residential Property Manager Qualifications	6
B-4	Commercial Property Manager Qualifications	4
B-5	Architect, Engineer, & Design Team	3
B-6	Other Members Supporting Development Team	2
B-7	Impact of Pipeline Projects	4
<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>Section F Opportunity and Inclusion Program</b>		<b>5</b>
F-1	Opportunity and Inclusion Program	5
<b>Total Possible Points</b>		<b>100</b>

# XIII. Appendices

# ADDITIONAL INFORMATION

## 12.1 Selection Process (Evaluation Period)

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>

### 1. Appendix A: NPU-G Community Plan Update

### 2. 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

### 3. Appendix C: Bowen Civil Survey

### 4. Appendix D: Environmental Assessments

- D-1: VRP Progress Report
- D-2: Voluntary Investigation and Remediation Plan
- D-3 Test Pit Delineation October 2019
- D-4: Supplemental Investigation May 2019
- D-5: Phase II Report January 2019
- D-6: Final Phase I ESA

### 5. Appendix E: Draft Market Assessment

### 6. Appendix F: Design and Sustainability Guidelines

- F-1: Development Concept Plans
- F-2: Open Space & Stormwater Framework
- F-3 Street Sections
- F-4: CAD Regulating Plan
- F-5: Sustainability Guidelines

### 7. Appendix G: AH-Assisted Communities HomeFlex Program Reference Guide

### 8. Appendix H: FY 2021 HUD CN Implementation Grant NOFO

### 9. Appendix I: AH Underwriting Guidelines

### 10. Appendix J: Rental Subsidy

### 11. Appendix K: Forms

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

### 12. Appendix L: AH Opportunity and Inclusion Policy