

CLEVELAND
HOUSING AUTHORITY

REQUEST FOR PROPOSALS

DEVELOPMENT PARTNERS

450 Walker Street NE
PO Box 2846
Cleveland, TN 37320

Issuance Date:
July 23, 2025

Submission Deadline:
August 11, 2025

**CLEVELAND HOUSING AUTHORITY
REQUEST FOR PROPOSALS FOR DEVELOPMENT PARTNER(S)**

RESPONSES DUE BY: August 11, 2025, 3:00 P.M. EST.

1. INTRODUCTION

The Cleveland Housing Authority, a Tennessee public body corporate and politic ("**CHA**"), is requesting written proposals from experienced development entities (each, a "**Respondent**") to provide expertise in the redevelopment of a single CHA public housing property known as Cooper Apartments (the "**Project**"). CHA intends to select one development partner (a "**Development Partner**").

- **Cooper Apartments:** located at 450 Walker Street NE in Cleveland, TN, Cooper Apartments has 10 two-story walk-up buildings, each with 8 units for a total of 80 units. There are fifty-two efficiency units and twenty-eight one-bedroom units. CHA would like to demolish and rebuild 80 or more units on the existing site. Most residents living at Cooper Apartments are elderly and will have the right to return post-conversion.

Cooper Apartments was built in 1971 and sits on 3.57 acres of land. There are 77 parking spaces. CHA's administrative office is located within the Cooper Apartments complex along with a laundry facility.

Cooper Apartments will be redeveloped using some or all of the following sources: tax-exempt bonds and equity raised in connection with an award of low-income housing tax credits ("**LIHTC**"), Fannie Mae, Freddie Mac and/or Federal Housing Administration loans, national trust funds, state and federal historic tax credits, HOME funds, Community Development Block Grant ("**CDBG**") funds and loans provided under the Affordable Housing Program through the Federal Home Loan Bank, long-term Section 8 project-based subsidy pursuant to the U.S. Department of Housing and Urban Development's ("**HUD**") Rental Assistance Demonstration ("**RAD**") or Section 18 of the National Housing Act, HUD-insured and conventional loans secured by a mortgage (based on rent structures or mortgage payments that can be supported), non-governmental grants, and other possible sources of funding and subsidy, whether available now or to be obtained or procured by Development Partner;

Respondents under this Request for Proposals (this "**RFP**") are expected to coordinate and/or provide master planning services, development services, construction services, and financing services. Respondents should consider their organizational capacity, areas of expertise, prior development experience including RAD, Section 18, proposed building types, resident population, and current workloads when submitting proposals under this RFP.

Because it is CHA's goal to serve Cleveland residents with low- and very low- incomes, it is expected that the Project will incorporate affordable and public housing resources and possibly expand affordable housing opportunities. The public housing conversions will result in Section 8 replacement subsidy.

CHA's goal is to proceed with the redevelopment of Cooper Apartments as expeditiously as possible. CHA desires to participate in the RAD/Section 18 Small PHA Blend program. Responses that demonstrate an ability to complete the renovation of an affordable multi-family development on the earliest possible, realistic schedule will be favorably received by CHA. Respondents must certify their ability to start work immediately and should propose a staffing plan that describes the existing time commitments of the staff proposed to be assigned to the Project and whether any of the staff will be based in the Cleveland, Tennessee area.

Respondents are encouraged to present to CHA an experienced and qualified team including the trades required for the success of the Project. CHA has engaged a public housing repositioning consultant, Recap Advisors, and has engaged legal counsel, Fox Rothschild LLP, to work on CHA's behalf. Respondents are encouraged to present additional team members that would be necessary for the successful completion of the Project.

CHA, or one of its affiliates, will serve as a co-developer for the Project. CHA, or an affiliate of CHA, will manage the Project.

2. AGENCY BACKGROUND

The following information is provided to aid prospective Respondents in understanding CHA's objectives and services requested under this RFP.

CHA is a public housing agency established in 1959. CHA's main office is located at 450 Walker Street NE, Cleveland, TN 37311.

CHA's mission is to provide affordable decent, safe, and sanitary housing opportunities to low- and moderate-income families, including elderly and handicapped persons, while supporting programs to foster economic self-sufficiency.

CHA is headed by a Chief Executive Officer and governed by a seven-person Board of Commissioners and is subject to the requirements of Title 24 of the Code of Federal Regulations ("CFR"), state law, program, and administrative policies. There are approximately 12 staff members in the organization who perform the following functions: property management, resident service coordination, administrative/finance functions, maintenance/modernization services and rental assistance program administration.

CHA assists eligible families address their housing needs through a variety of housing programs including Low Rent Public Housing and Housing Choice Vouchers ("HCV"). CHA currently owns and operates 114 units of public housing at 5 sites and assists over 200 families through the HCV program in the Cleveland and Bradley County area.

CHA has a nonprofit instrumentality, Tanasi Housing Development Corporation, a Tennessee nonprofit corporation, to serve as CHA's development and management component. In 2022, CHA began to redevelop its distressed public housing sites through the RAD/LIHTC program. To date, CHA has redeveloped a total of 293 units. All units are managed by CHA.

For more information about CHA please visit www.clevelandhousingauthority.org.

3. THE DEVELOPMENT PARTNER'S ROLE

The actual services delivered in connection with the Project must include development services reasonably required to complete the planning and development of such developments and will include, but not be limited to:

Ownership Structure and Land Control

It is expected that the Development Partner, together with CHA, will form a limited partnership or limited liability company for the purpose of owning a leasehold interest in the Project. An affiliate of CHA will serve as a general partner or managing member of the limited partnership or limited liability company with an affiliate of the Development Partner for the development of the Project. Title to the land for the Project shall remain with CHA, and CHA will enter a long-term ground lease with the owner entity as tenant. This

ownership structure is expected to generate a 100% ad valorem tax exemption for the Project.

Market Analysis and Appraisal

A detailed market study shall be required to determine the overall feasibility of the conceptual plan of the Project. The selected Development Partner will also be responsible for any additional market analysis and appraisals to develop and obtain financing for the Project.

Financing

The Development Partner will arrange private equity and debt financing to leverage funds available for the Project and to secure all financial commitments necessary for successful completion of the Project (hard and soft costs) all of which shall be subject to CHA's approval. The Development Partner shall assist in obtaining private financing and public financing in a timely and cost-effective manner including preparation of all necessary financing applications. CHA shall have the right to review and approve the financing arrangements and the terms and conditions of any loan documents. The Development Partner must also work with CHA in the preparation of documents necessary to provide all evidentiary material, financial guarantees, and assurances as required, including documents necessary for HUD's RAD and Section 18 programs. The Development Partner shall be responsible for all third-party predevelopment costs incurred before the closing of the Project. All such predevelopment costs that are preapproved by CHA in a predevelopment budget or otherwise shall be eligible for reimbursement. Should the Development Partner, with prior approval from CHA, obtain predevelopment financing from a third-party, the interest charged on such financing shall be reimbursed at the closing of such Project.

LIHTC Application/Solicitation of LIHTC Syndicator

The Development Partner will be responsible for the preparation of applications to obtain 4% LIHTC allocations from the Tennessee Housing Development Agency ("THDA") in accordance with the applicable Qualified Allocation Plan ("QAP") rules. The Development Partner will provide the experience certificate needed to meet the threshold requirement under the Qualified Allocation Plan. The Development Partner will also be responsible for soliciting a minimum of three (3) LIHTC syndicators to bid on LIHTCs received for the Project. CHA shall have the right to approve the identity of the LIHTC investor(s) selected and the terms of the letter of intent.

CHA intends that the conversion will be financed with both 4% tax credits and tax-exempt debt.

It is critical that the Development Partner be able to access all funding sources described herein and be able to demonstrate prior success and current ability to obtain such financing.

Coordination

All development activities, including reporting and budget requirements, must be coordinated throughout the life of the Project and the Development Partner must assure the maximum feasible contribution to the overall development effort. Leverage and maximize existing CHA land to assure replacement of existing units, if required.

Design/Approvals/Construction

The Development Partner will be responsible for the development of design, engineering, and construction documents. The selected Development Partner will be expected to utilize design principles that are compatible with the neighborhood and community surrounding the Project. Determinations about the scope of the construction, and components and materials to utilize in the construction must be made with these standards in mind. The design of the renovation of the Project shall be completed with input from CHA, and subject to CHA's review, comment and approval. The Development Partner will also be responsible for obtaining permits and any required approvals.

CHA will assist in procuring qualified architects to assign to the Project. The Development Partner shall engage a general contractor licensed in the State of Tennessee, which may be an affiliate or subcontractor of the Development Partner. The selected architect will be responsible for certification of all documents related to design and construction. The general contractor will construct, renovate, or procure construction services, of all units of housing identified in the development plan or subsequent revisions agreed upon by CHA. CHA shall have the right to review and approve any construction contract relating to the Project. The Development Partner will oversee construction, ensure completion in a timely and cost-effective manner and ensure that all required occupancy permits, and other necessary approvals are obtained after construction completion for occupancy and operation of the Project.

The contractors will be required to pay Davis Bacon Wage Rates ("DBWR") and submit any/all required documentation in compliance with DBWR. If applicable, this requires that wages be paid at a rate not less than wage rates for corresponding classes of employees on construction of similar character in the locality in which the work is performed as determined by the Secretary of Labor.

The construction contract shall set forth either a fixed price or a guaranteed maximum price, must be pre-approved by CHA and shall provide for assignment to CHA in the event of termination of the relationship with the Development Partner.

The Development Partner must establish unit mix and timetables, structuring, and obtain all necessary city and county approvals. The Development Partner must also identify necessary public improvements and developing a funding plan for the same with CHA and the city, if applicable. To the extent necessary or advisable, securing, with CHA's support, a payment in lieu of taxes agreement.

CHA reserves any third party management agent and agreement. the right to either (i) have CHA, or an affiliate, serve as the management agent or (ii) approve

Resident/Local Employment and Contracting

The Development Partner will be required to develop and implement a program that is consistent with the goals set forth in Presidential Executive Orders 11625, 12138 and 12432 and Section 3 of the Housing and Urban Development Act of 1968 ("Section 3"), which requires contracting with Section 3 business entities, and that the contractor(s) working on the site provide economic opportunities for low-income residents in Cleveland, Tennessee. A comprehensive Section 3 employment program shall be developed and implemented as well as other policy objectives aimed at improving the economic circumstances of individuals, households, and companies in Cleveland, Tennessee. The Development Partner shall be responsible for the preparation and submittal of Section 3 reporting requirements to CHA.

Guarantees

The Development Partner will be expected to provide all guarantees of construction completion and stabilization required by investors and lenders. It is anticipated that the Development Partner will exit the Project after stabilization, and that the Development Partner will retain any guarantees made prior to its exit from the Project.

Long Term Affordability of Rental Property

The Development Partner must devise a means to ensure the long-term affordability of the rental property used by low to moderate-income residents, in conjunction with CHA.

Handicap Accessibility

The Uniform Federal Accessibility Standards ("UFAS") require a minimum of 5% of the units in each development to be fully accessible for the mobility impaired and an additional 2% of the units for hearing and visual impaired in accordance with Section 504 of the Rehabilitation Act of 1973, and the UFAS. CHA will require that these minimums be met or exceeded. CHA also desires to maximize the number of

adaptable units that can easily be converted into accessible units. The Project must be fully compliant with the Americans with Disabilities Act ("ADA"), including but not limited to site, common areas and accessible route to and from common areas. Finally, it is important that, to the greatest extent feasible, all units meet the current visitability standards according to HUD guidelines.

Assist CHA with the Development Process

The Development Partner shall assist CHA by ensuring that the Project complies with all applicable laws, rules, regulations and/or processes. Attachment A sets forth some of the duties that may be assigned to the Development Partner.

Marketing Plan

The Development Partner must develop an effective lease-up strategy to obtain rapid initial occupancy and maintain on going high occupancy of all residential units.

4. CHA'S ROLE

CHA anticipates its role to be as follows:

Landowner

Title to the land for its properties will remain with CHA. It is CHA's intent to enter a long-term ground lease with the partnership of the Project. This ownership structure is expected to generate a 100% ad valorem tax exemption for the Project.

Financing

CHA will participate in project financial structuring decisions from an owner's perspective, including reviewing and approving the financing arrangements and the terms and conditions of any loan documents. A CHA affiliate may serve as a tax-exempt bond issuer. CHA may provide Public Housing Capital Funds, Replacement Housing Funds, and/or Operating Reserves based upon the approved development plan and development proposal.

Design/Approvals/Construction

CHA will participate in the design and development decisions from an owner's perspective. CHA shall have the right to review and approve any construction contract relating to the Project. CHA shall review and approve the site plan, budget, schedule, plans and specifications, and change orders, as well as admissions and occupancy criteria and related property management documents.

Monitor Resident/Local Employment and Contracting

CHA will monitor the Development Partner's compliance with their Section 3 Program that includes providing employment opportunities for low-income residents in Cleveland, Tennessee, and contracting with Section 3 business entities.

HUD Contact

CHA will manage and take responsibility for all communication with HUD, and the preparation and submission of program documents and evidentiaries and obtain all applicable HUD approvals. However, to the extent such documents or evidentiaries are within the knowledge or responsibility of the Development Partner, CHA will expect the Development Partner to prepare or assist in preparing such documents and evidentiaries as CHA may direct.

Performance Oversight

The provision of funds requires that CHA establish performance measures that will be realized through the various Project documents. CHA will review the performance of these measures throughout the

development of the Project.

Property Management

CHA reserves the right to either (i) have CHA, or an affiliate, serve as the management agent or (ii) approve any third party management agent and agreement.

5. MASTER DEVELOPMENT AGREEMENT

Upon an award pursuant to this RFP, CHA will prepare, negotiate and enter into a Master Development Agreement ("MDA") with the highest rated Respondent. If negotiations fail with the highest rated Respondent, then CHA will prepare, negotiate and enter into an MDA with the next highest rated Respondent. CHA will continue to negotiate with the next highest rated Respondent until CHA successfully enters into an MDA or the list of qualified Respondents has been exhausted. An MDA will be negotiated to enable the Development Partner to complete all necessary pre-development activities. The MDA will cover all pre-development activities undertaken by the Development Partner.

The Development Partner will be required to submit a detailed development plan within 30 days from the date of notification of selection for the Project. This detailed plan shall serve as the basis for negotiating the MDA with the Development Partner.

The MDA will provide the detailed requirements, responsibilities and obligations of both parties including, but not limited to, financing, design, plans, specifications, and construction schedule. In addition, it will also provide details regarding funding commitments from CHA, the proposed ownership interest and land control.

All fees and costs to be negotiated under the MDA must comply with the Cost Control and Safe Harbor Standards issued by HUD.

6. TERMS

The MDA will contain, at a minimum, the following terms:

- A. Pursuant to a task order issued under a MDA resulting from this RFP, the Development Partner shall be required to participate in all phases of the Project.
- B. The MDA shall set forth the value of the Project.
- C. The scope of services for any task order will be more fully defined in each task order. The scope of services identified in the task order may include, but shall not be limited to, the items set forth in Section 3 of this RFP (*The Development Partner's Role*).
- D. The Development Partner must pay for all due diligence items as more fully described throughout this RFP.
- E. Development Partner shall maintain, at Development Partner's expense, insurance as required in the MDA and this RFP, including but not limited to worker's compensation insurance, commercial general liability, automobile liability and professional liability insurance.
- F. CHA and the Development Partner will negotiate the developer fee share for the Project, which shall be set forth in the MDA, but in no event shall CHA's portion of the developer fee be no less than 30%.

- G. It is expected that CHA will be, or remain, the fee simple owner of the property, and CHA will ground lease the property for the Project to an owner entity.
- H. It is anticipated that CHA, or an affiliate, will have a general partner or managing member interest in the Project's owner entity.
- I. CHA, or an affiliate, at its option, shall have a right of first refusal to acquire the Project and an option to purchase the Project at the end of the 15-year LIHTC compliance period.
- J. CHA, or an affiliate, shall participate in the cash flow at a rate equal to or greater than its share of developer fee.
- K. CHA, or an affiliate, shall receive at least 50% of every dollar saved from the construction contingency reserve.

7. DEVELOPMENT ACTIVITIES

The Development Partner will be responsible for the successful planning, design, construction and management of the Project.

Predevelopment Schedule

The Development Partner will be responsible for submitting to CHA for approval a final and complete predevelopment schedule detailing all predevelopment activities necessary to obtain all required funding and regulatory approvals to allow development activities to begin. The timeframe for providing such schedule will be set forth in the MDA.

Predevelopment Budget

The Development Partner will be responsible for submitting to CHA for approval a final and complete predevelopment budget detailing the budgeted cost of each predevelopment activity. The timeframe for providing the predevelopment budget will be set forth in the MDA. The Development Partner will be responsible for obtaining the funding for all pre-development expenses, which shall be reimbursable without interest out of available proceeds at closing. Each Respondent should indicate its financial commitment to the Project in its proposal.

Predevelopment Activities

The Development Partner shall not be authorized to begin any predevelopment activities until it has submitted, and CHA has approved, the predevelopment schedule and the predevelopment budget, and CHA has issued a task order with notice to proceed, which may require prior HUD approval. Once CHA has issued a task order with notice to proceed, the Development Partner shall plan, coordinate, manage and complete all predevelopment activities necessary to get all required funding and regulatory approvals to allow development activities to begin within the timeframe detailed in the predevelopment schedule and within the dollars agreed to in the predevelopment budget. Predevelopment activities will include, but not be limited to market studies, geotechnical studies, infrastructure analyses, design alternative analyses, financial model analyses, identification and solicitation of various funding sources, resident participation plans, Section 3, MBE/WBE participation plans, implementation schedule, preparation of required mixed-finance documents, solicitation of various consultants and contractors and preparation of required evidentiaries.

Development

The Development Partner will only be authorized to perform services/work as more fully described in the task order. The following is a summary of some of the more significant responsibilities of the Development Partner.

1. Implement the services as set forth in Section 3 of this RFP (*Development Partner's Role*).
2. Complete necessary funding applications.
3. Site preparation.
4. Construction.
5. Construction administration (quality monitoring, schedule monitoring, payment processing, change order processing, etc.).
6. Ensure completion of the Project on schedule.
7. Ensure completion of the Project within budget.
8. Coordinate various entities, contractors, subcontractors, etc.
9. Identify investors/funders, secure funding commitments.
10. Financial guarantees and assurances.
11. Coordinate with CHA.
12. Ensure the development of units that are fully compliant with UFAS/ADA.

Compliance Monitoring

Implement systems to ensure compliance with all applicable laws and regulatory requirements including, but not limited to:

1. Davis-Bacon Act.
2. Section 504 / UFAS / ADA.
3. Local requirements (bldg. dept., zoning, etc.).
4. MBE/WBE Program (monitor and report).
5. Section 3 (monitor and certify Contractor's compliance).

Management

If CHA, or an affiliate, does not manage the Project, the selected management agent must manage the day-to-day operations of the Project in accordance with any operating/limited partnership agreement and all applicable federal, state and local laws and regulations.

Communication

The Development Partner must provide, in a format acceptable to CHA, monthly reports during the predevelopment and development stages detailing the status of schedule, budget, expenditures, obligations, upcoming activities and completed activities. The Development Partner must also schedule and attend regular meetings and maintaining all meeting minutes, in addition to all other services necessary to ensure successful completion of the new development community.

8. GENERAL REQUIREMENTS

Respondent may be an individual or a business corporation, partnership, limited liability company or a joint venture duly authorized to do business in the State of Tennessee, which is financially sound and able to provide the services being procured by this RFP.

If Respondent has been debarred, suspended or otherwise lawfully precluded from participating in any public procurement activity, such Respondent shall disclose that information in its offer and that may be sufficient ground for disqualification.

Respondent must be in good standing with CHA and any federal, state or local government that has or has had a contracting relationship with Respondent. Therefore, if a federal, state or local government has terminated any contract with Respondent for deficiencies or defaults, that Respondent is not eligible to submit a response to this RFP.

Only responses with the following minimum team members who meet the following basic qualifications will be considered. Any response not meeting these criteria will be deemed non-responsive and will not be evaluated.

Respondent.

1. Minimum of five years of satisfactory experience and project management of a multifaceted community planning and development process working with a public housing authority, public housing resident groups and related organizations.
2. Successfully developed/constructed housing at least three developments consisting of at least 50 affordable mixed-finance rental housing units.
3. Experience in areas of homeownership counseling, social service provisions, community service and economic development.
4. At least five years' experience with private market financing, LIHTCs and affordable housing programs.
5. On at least two previous occasions, successfully applied for, and obtained, an award of LIHTCs from THDA.

Architect.

1. Minimum of five years of satisfactory experience in design and implementation of multifaceted communities.
2. Licensed in the State of Tennessee.

Cost Estimator.

1. A minimum of five years of experience estimating multi-family residential construction and a minimum of two years estimating in the Tennessee market.
2. Certified by the American Association of Certified Estimators, the American Society of Professional Estimators or another accrediting organization acceptable to CHA.

Management Agent.

1. Minimum of five years of successful experience with the management of at least 50 units under public housing or Section 8 guidelines.
2. Minimum of five years of successful management of at least 50 units under LIHTC compliance guidelines.

9. REQUEST FOR PROPOSAL AND SUBMITTAL INSTRUCTIONS

Procurements Standards

All matters and issues related to this RFP and any contract resulting from the RFP shall be governed by the procurement principles set forth in 2 CFR Part 200, the HUD Handbook on Procurement for Public and Indian Housing Authorities, Handbook 7460.8, REV-2 (2/2007); and the Statement on Procurement Policy for CHA and its implementing procedures. In the event of a conflict between this RFP, 2 CFR Part 200 and Handbook 7460.8, REV-2 or CHA procurement policy or procedures, the provisions 2 CFR Part 200 and Handbook 7460.8, REV-2 shall govern.

Estimated Selection Timetable

CHA shall utilize the following estimated schedule to review proposals. However, Respondents are advised

that any failure on the part of CHA to complete the procurement within the estimated schedule shall not be grounds for a protest or claim by any Respondent.

ACTION	ESTIMATED DATE OF COMPLETION
RFP Issued & Made Available	July 23, 2025
Deadline for Submitting Written Questions	July 28, 2025
Issue Response to Questions	July 31, 2025
Proposal Submission Deadline	August 11, 2025
CHA Completes Initial Review of Proposals	August 15, 2025
Oral Interviews, IF NECESSARY, completed	August 18, 2025

Submission of Response to the RFP

Any party interested in being considered for the award must submit a written proposal in response to this RFP in accordance with the instructions and terms hereunder.

Response Submission Deadline

CHA must receive the Proposal by 3:00 p.m. EST., August 11, 2025, at the location designated below. It is the Respondent's responsibility to ensure that the proposal is delivered by the designated time and date. Proposals which for some reason are not delivered within the deadline will not be considered and will be returned unopened to the Respondent.

Place of Submission

Respondents have two options for submission:

1. Hard Copy: provide one original and one copy in a sealed envelope mailed to the address below:

Cleveland Housing Authority
450 Walker Street NE
Cleveland, TN 37320-2846
Attn: Lisa Bonadio, Chief Executive Officer

2. Electronic: proposals may be submitted via Sharefile or other file sharing system and uploaded as a Bookmarked PDF.

Attn: Lisa Bonadio, Chief Executive Officer
lisa.bonadio@clevelandhousingauthority.org

Offers by telegram, telephone, or facsimile, and handwritten proposals will not be accepted by CHA.

Questions and Interpretations

Any requests for interpretation or questions concerning this RFP must be emailed or be submitted in writing to the address listed above and received no later than 4:30 p.m. on July 28, 2025. Inquiries must reference the RFP title, and the deadline for receipt of the RFP. No interpretations shall be considered binding unless

provided in writing by CHA's President/CEO or designee.

Preparation of Proposals

Respondents are expected to examine all elements of the RFP including submission requirements, evaluation criteria, equal opportunity compliance requirements, and all instructions prior to preparing the proposal. Failure to do so will be at the Respondent's risk. Offers of services other than those specified will not be considered. All costs incurred, directly or indirectly by the Respondent including travel, preparation, submission, and miscellaneous expenses, in response to this RFP shall be the sole responsibility of the Respondent and shall be borne by the Respondent.

Execution of Proposals

The original proposal and all documents, along with the one duplicate, must each contain a manual original (or electronic) signature of an authorized representative of the Respondent. All corrections made on the proposal must be initialed by the authorized representative of the Respondent. The company name must appear on the cover sheet. The proposal must include all documents, materials and information required herein.

Attachments

Each writing or other document referred to in this RFP as being attached hereto as an attachment or otherwise designated herein as an attachment hereto is hereby made a part of this RFP. The Respondent is required to complete the certifications and representations attached hereto as part of the RFP package and shall be subject to the requirements therein.

Confidentiality

There will be no public opening of proposals. All proposals and information concerning same shall remain confidential until all negotiations are completed. Respondents are hereby notified that all Proposals received by CHA shall be included as part of the official contract file. Therefore, any part of a proposal that is not considered confidential, privileged, or proprietary under any applicable Federal, State or local law shall be available for public inspection upon completion of the procurement process. Notwithstanding the foregoing, the applicable provisions of Federal, State, and local laws shall govern the confidentiality of proposals despite anything contrary to this provision stated in the proposal package.

10. EQUAL OPPORTUNITY REQUIREMENTS

Subcontracting with Small and Minority Firms and Women-Owned Business Enterprise

The proposal must include the Respondent's MBE utilization plan. It is CHA's policy to ensure that Minority Business Enterprises ("MBEs") and Women-owned Businesses ("WBEs") are provided maximum opportunity to participate in contracts administered by CHA. This requirement applies to all minority and non-minority businesses performing as the prime contractor. For these purposes, an MBE is defined as "any legal entity other than a joint venture, organized to engage in commercial transactions, that is at least fifty-one percent (51%) owned and controlled by one or more minority persons." For these purposes, a minority person is defined as a member of a socially or economically disadvantaged minority group.

Other funding sources, such as HOME and CDBG, have their own MBE and WBE requirements that will be applicable if such sources are utilized. The more stringent of the requirements will apply.

Section 3 Compliance Strategy

The proposal must include the Respondent's plan for complying with the requirements of Section 3 if awarded the contract. The development team shall be required to comply with all applicable provisions of Section 3 and the regulations issued pursuant thereto, as set forth in 24 C.F.R. Part 75, and all applicable

rules, directives and orders issued by HUD thereunder. Section 3 requires that, to the greatest extent feasible, opportunities for training and employment generated by a Section 3 covered contract be given to public housing residents and other low-income persons residing in the metropolitan area, and subcontracts in connection with such contracts be awarded to Section 3-covered business concerns, which are located in or owned in substantial part by persons residing in the areas of the Project.

11. RFP ACKNOWLEDGEMENT OF RECEIPT

Recipients of the RFP should complete the RFP Acknowledgement of Receipt attached to this RFP and immediately return it to CHA. Potential Respondents are solely responsible for accurately and timely notifying CHA as to its appropriate contact information. If CHA finds it appropriate to send notices to recipients concerning any revisions or clarifications to this RFP or other notices, CHA will rely on information submitted in this form for any such notices.

12. RESPONSIBILITY REVIEW

Review Standards

CHA shall make an award under this RFP only to Respondents that demonstrate the ability to successfully perform under the terms and conditions hereunder. Therefore, following proposal evaluations, CHA shall assess the responsibility of the highest rated firm prior to making awards. CHA's determination of each Respondent's responsibility shall include, but not be limited to, consideration of the following:

- (a) Integrity;
- (b) Compliance with public policy, including compliance with applicable Federal, State and local laws, regulations, codes and ordinances;
- (c) Record of past performance;
- (d) Financial and technical resources (including computer and technical equipment, cyber security measures for on-line and in-person payments); and
- (e) Eligibility for award of a federally assisted contract (e.g., debarment).

Request for Additional Information

In assessing the Respondent's responsibility, CHA may request the Respondent being considered for an award to submit additional information, statements and/or other documentation regarding any of the factors enumerated above. Failure of such Respondent to provide such additional information within the time requested by CHA may render the Respondent ineligible for award.

13. AWARD

Basis of Award

The award(s) shall be to the top-rated responsive and responsible Respondent(s) determined by the evaluation process and oral presentations (if requested). CHA reserves the right to award in any manner that best serves the business needs of the agency, and the material needs of the families and individuals it serves, including limiting the number of developers that are selected for an award.

Reservation of Rights as To Award

CHA does not guarantee the extent, quantity, or portion of any services to be performed or items to be provided pursuant to an award to the successful Respondent. Further, CHA may in its sole discretion, and without liability to any Respondent(s): (a) reject any and all proposals received; (b) accept other than the lowest priced proposal; (c) waive any minor irregularities or technicalities in proposals received; (d) accept

any item or combination of items proposed unless precluded elsewhere in the solicitation; (e) amend this solicitation as permitted by applicable law; (f) cancel this solicitation in its entirety or any portion thereof; and /or (g) rescind any notice of award issued to any Respondent(s).

Term of Award

The list of selected Respondents will be active for a period not to exceed five (5) years.

14. SELECTION CRITERIA

General

Selection of a firm to render services pursuant to this RFP will be made in accordance with HUD and CHA procurement regulations. All proposals received by the time and date specified in this RFP shall be evaluated by the RFP Evaluation Panel based on the following criteria and weights:

Evaluation Criteria	Maximum Points
Organizational Capacity	20
Experience	20
Demonstrated Financial Capacity to Accomplish this Project	20
Fee Structure	15
Proposed Development Methods & Strategy	20
MBE/WBE/Section 3	5
TOTAL	100

15. SUBMISSION REQUIREMENTS

Summary of Submission Requirements

Respondents have two options for submission:

1. Hard Copy: provide one original and one copy in a sealed envelope mailed to the address below:

Cleveland Housing Authority
450 Walker Street NE
Cleveland, TN 37320-2846
Attn: Lisa Bonadio, Chief Executive Officer
2. Electronic: proposals may be submitted via Sharefile or other file sharing system and uploaded as a Bookmarked PDF. The PDF submittal must include tabs that correspond to the titles listed below. The proposal must include a table of contents and shall be assembled in the order described herein.

Attn: Lisa Bonadio, Chief Executive Officer
Lisa.Bonadio@Clevelandhousingauthority.org

Offers by telegram, telephone, or facsimile, and handwritten proposals will not be accepted by CHA.

Contents of Proposal

Proposals must include the following:

1. Letter of Interest
2. Organizational Capacity
3. Experience
4. Demonstrated Financial Capacity to Accomplish this Project
5. Specific Experience or Knowledge of Cleveland Area Market and Community Engagement
6. MBE/WBE Utilization Plan
7. Section 3 Utilization Plan

Letter of Interest

Provide a narrative that describes Respondent's organization, and any partnerships created to form a development team. Describe each team member, and identify the primary contact including phone number, and e-mail address. The letter must be signed by an authorized principal of the Respondent and declare that the submission document will remain valid for not less than 365 days from the date of the Board of Commissioners' approval.

Organizational Capacity (20 Points)

Provide an outline of the organizational capacity of Respondent and any other participants on the development team. Include the following information for each entity:

- a. Respondent's history and background.
- b. Name of firm, main address, telephone/facsimile number, and e-mail address.
- c. Primary contact name and title, each team member's name and title and contact information.
- d. Describe the size of the firm, provide the number of employees and a description of type, location, scheduled completion, and dollar value of current and pipeline projects.
- e. Structure of the entity's organization (e.g., corporation, nonprofit, partnership, limited liability company, business association, or joint venture).
- f. Legal jurisdiction under which the entity is organized and operating.
- g. Each team member's separate history and background, assigned areas of responsibility, and any legally enforceable agreements or other mechanisms that will be relied on to ensure the team's successful long-term operation.
- h. The identity of the individual who will serve as project manager for the development team and who will direct and coordinate the development effort through completion. Describe the project manager's prior experience with projects of similar scope and size, with particular emphasis on experience directing a multi-disciplinary team and facilitating a community involvement process.

- i. Provide an organizational chart of the development team. All entities that comprise the team must be identified including consultants, contractors, and attorneys, indicating their specialization(s), and specific contribution to the team. Provide a description of the development team's prior experience working together. In addition, provide examples of the team's prior experience with projects of similar scope and size, as well as experience in Tennessee (if any).

Experience (20 points)

Respondent shall provide five (5) references relevant to the Scope of Services as outlined in this RFP, including one from an entity in the public sector and two from following:

1. Construction lenders.
2. LIHTC limited partner investor.
3. A community group or public housing resident group that worked with Respondent on a specific project.
 - a. Indicate whether Respondent or any team member has ever been terminated from a contract, and if so, detail the circumstances and outcome.
 - b. Indicate whether Respondent or any team member has sued or been sued by a public housing authority, and if so, detail the circumstances and the outcome.
 - c. Provide a list of successfully completed projects (in the case of development teams, any principal member's) over the past 10 years. Include projects that (1) involve public housing; (2) involve rehabilitation of existing projects; (3) involve 4% LIHTC financing with tax exempt bonds, and/or (4) involve Historic Tax Credits. Provide the following information on each project:
 - Name;
 - Location (address, town, county, and state);
 - Key dates (project schedule) in achieving occupancy/stabilized operations;
 - Evidence of timely development demonstrating that projects were on schedule and within budget;
 - Sources of financing and development costs including the size of the tax credit allocations and tax-exempt bond allocations received, who the investor was and how much the investor paid for the tax credits (expressed in cents per tax credit dollar), including Historic Tax Credits;
 - Number of units, the unit size, the income groups served and the cost of each project;
 - Alternative construction techniques, such as prefabricated buildings, etc., and sustainable development techniques employed;
 - Experience with property management (either directly or through supervision of property management provided by a third party) and ongoing asset management activities. Include information about income groups served, current occupancy levels, and operating deficit history; and
 - Experience with community involvement. Include information about how the development team effectively promoted the community in driving project planning and implementation, including public and/or assisted housing residents, community and faith-based groups, local businesses, and organizations that are broadly representative of resident needs.
 - d. List cases of litigation or formal Alternative Dispute Resolution ("ADR") processes (e.g., binding arbitration) to which your firm has been a party. For those matters involving a claim equal to or more than \$500,000, provide a detailed description of the litigation or ADR process.

Financial Capacity (20 points)

1. Documentation demonstrating capability to obtain financing and capacity to secure payment and performance bonds.
2. Attach three concurrent years of audited or Certified Public Accountant ("CPA") prepared financial statements from each principal of the Respondent's team who will provide guarantees in connection with the development and operation of the Project. The financial statements must include the most current year for which audited, or CPA prepared financial statements are available. Also include an Income Statement as well as a Balance Sheet showing assets, liabilities, and net worth of the entity.
3. Provide a statement indicating how Respondent will honor all financial guarantees, should the need arise.

Development teams should submit audited financial statements and documentation demonstrating financial capabilities and bonding capacity only for the team itself unless the team has been newly formed for this Project or if members of the team will be independently responsible for financial commitments. In these cases, audited financial statements and documentation relating to financial capability and bonding capacity should be submitted for the team and, individually, for all members of the team responsible for obtaining financing for this Project.

Financial statements may be placed in a separate sealed envelope marked "confidential." All financial information submitted for this RFP will be protected from public disclosure if the provider identifies and justifies the information as proprietary and requests such protection at the time of submission. Information considered proprietary should be clearly marked as such on each page.

Fee Structure (15 points)

Propose a fee structure for predevelopment and development activities and the source of payment of such fees.

Proposed Development Methods and Strategy (20 points)

Provide a narrative description of the Respondent's methods and strategy for the redevelopment of rental projects. Illustrate this approach with descriptions of at least three such developments, including one well-established development and one recently completed development. Indicate the building types, including the type of construction and number of stories. Describe the components of the development, including community space, parks, other residential amenities, management and maintenance facilities, and parking. Provide pictures or photos of the previous projects on interior and exterior construction of the buildings.

MBE/WBE/Section 3 (5 points)

Provide a short description if the Respondent qualifies as a MBE or WBE. Provide a short description of Respondent's proposed Section 3 plan.

16. RFP EVALUATION AND SELECTION PROCESS**General**

CHA will use the following procedure to evaluate the proposals and select the finalists. All proposals received by CHA within the established deadline will be evaluated by the RFP Evaluation Panel.

RFP Evaluation Panel

An RFP Evaluation Panel will be established by CHA. The RFP Evaluation Panel shall consist of CHA employees and may also include CHA residents and consultants. CHA may also identify non-voting

technical advisors to the Evaluation Panel.

RFP Evaluation

Each proposal will be evaluated by the RFP Evaluation Panel using the selection criteria set forth in Section 16 of this RFP and scored based on the information contained in the proposal. Factors not specified in this RFP shall not be considered. Each panel member will assign points to each proposal for each evaluation criterion. The sum of the points assigned to each proposal by an individual panel member shall be known as the Respondent's "Raw Score." The evaluation panel chairperson shall fill out a composite worksheet displaying each panel member's Raw Score for each proposal. The chairperson shall then average all the panel members' Raw Scores for each Respondent and post these numbers as the "Final Score" for each Respondent. Each proposal shall be rated acceptable, potentially acceptable, or unacceptable based on the Final Score received.

Standard for Contract Award

The selected Development Entities will be part of a pool of developers from which CHA will procure more specific services as future development projects become further defined.

17. GENERAL INFORMATION

Conflict of Interest

Respondent warrants that to the best of its knowledge and belief, and except as otherwise disclosed, it does not have any organizational conflict of interest. Conflict of interest is defined as a situation in which the nature of the work under this solicitation and the firm's organizational, financial, and contractual or other interests are such that:

1. Respondent may have an unfair competitive advantage; or
2. Respondent's objectivity in performing the work solicited may be impaired. If Respondent has an organizational conflict of interest as defined herein, Respondent shall disclose such conflict of interest fully in the proposal submission.

Respondent agrees that if, after award, he/she discovers an organizational conflict of interest with respect to this solicitation, he/she shall make an immediate and full disclosure in writing to CHA that shall include a description of the action which the Respondent has taken, or intends to take, to eliminate or neutralize the conflict. CHA may, however, disqualify the Respondent or, if a MDA has been entered into with the Respondent, terminate said MDA at its sole discretion.

If Respondent was aware of an organizational conflict of interest before the award under this RFP and intentionally did not disclose the conflict to CHA, CHA may disqualify Respondent.

The provisions of this section shall be included in all subcontracts or other agreements wherein the work to be performed is similar to the service provided by Respondent. Respondent shall include in such subcontracts and other such agreements any necessary provisions to eliminate or neutralize conflicts of interest.

No member of the Board of Commissioners shall be allowed to share any part of the MDA awarded under this RFP or to any benefit that may arise from the MDA. This provision shall be construed to extend to any contract made with the successful Respondent.

No member, officer or employee of the Respondent selected to perform the services described above shall, during the term of the MDA or for one year thereafter, have any interest, direct or indirect, in any contract

that they are responsible for procuring, managing, or overseeing or in the proceeds of any such contract.

CHA reserves total discretion to determine the proper treatment of any conflict of interest disclosed under this section.

Cost of Proposal

All costs incurred, directly or indirectly, in response to this RFP shall be the sole responsibility of and shall be borne by Respondent.

Awards

An MDA shall be awarded in accordance with the terms and conditions of this RFP. CHA reserves the right to negotiate and award any element of this RFP, to reject any or all responses or to waive any minor irregularities or technicalities in responses received.

Proposal Tabulations/Notification

After the award is made, a list of Respondents will be furnished upon written request only and will not be provided by telephone. A self-addressed stamped envelope must be included with the written request. Each unsuccessful Respondent will be notified in writing promptly upon award. The notice shall identify the successful Respondent.

Form of Purchase

The acceptance of the Respondent's offer for the services specified herein will be made by issuance of a duly authorized contract prepared by CHA. Such contract shall consist of the MDA and/or other form of agreement between CHA and the Development Partner. Respondents are cautioned to make no assumptions or accept any representations by any employee, member, officer or representative of CHA concerning the award until an agreement is executed.

Government Restrictions

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

Nonconformance to Conditions/Specifications/Scope of Services

Services will be inspected for compliance with specifications. Services not conforming to specifications will not be accepted. Services not provided in accordance with this RFP may result in the firm being found in default. In the event of default all procurement costs may be charged against the Development Partner.

Assignment or Transfer

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

Availability of Records

The Comptroller General of the United States, HUD, CHA and any duly authorized representative of each shall have full and free access to, and the right to audit and to make excerpts and transcripts from, any and all pertinent books, records, documents, invoices, papers and the like, of the Development Partner, or in the possession of the Development Partner, which shall relate to, or concern the performance of the MDA.

Patents – Licenses and Royalties

The successful Respondent shall indemnify and hold harmless CHA and its employees from liability of any kind including costs and expenses for or on account of any copyrighted, patented or not patented invention, process or article manufactured or used in the performance of the MDA including its use by CHA. If the Development Partner uses any design, device or material covered by letters, patent or copyright, it is mutually agreed and understood that the royalties or other costs arising from the use of such design, device or materials involved in the work will be incorporated into the overall total development costs. Further, all residual rights to Patents, Licenses and Royalties shall revert to CHA after the Development Partner exists from the Project.

Permits and Licenses

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

Taxes

The successful Respondent is responsible for all state and federal payroll and/or social security taxes. The Development Partner shall hold CHA harmless in every respect against tax liability.

Advertising

In submitting an RFP response, the Respondent and its consultants agree not to use the results as a part of any commercial advertising.

Insurance

The successful Respondent shall maintain a policy of professional liability insurance in the amount of at least \$2,000,000.

1. **Workers' Compensation** in accordance with the State of Tennessee rules and regulations.
2. **General Liability insurance** with a single limit for bodily injury of \$1,000,000 per occurrence and property damage limit of no less than \$1,000,000 per occurrence. The insurance may have a combined aggregate of coverage amounting to no less than \$1,000,000. Such insurance shall protect Respondent against claims of bodily injury or death and property damage of others. If Respondent has a "claim made policy," then the following additional requirements apply: The policy must provide a "retroactive date" which must be on or before the execution date of the MDA and the extended reporting period may not be less than five years following the completion date of the MDA.
3. **Automotive liability** on owned and non-owned motor vehicles used on the site(s) or in connection herewith for a combined single limit of bodily injury and property damage of not less than \$1,000,000 per occurrence.

All insurance shall be carried with companies that are financially responsible and admitted to do business in the State of Tennessee. Respondent shall not permit the insurance policies required to lapse during the period for which the MDA is in effect. All certificates of insurance shall provide that no coverage may be cancelled or non-renewed by the insurance company until at least thirty (30) day's prior written notice has been given to CHA.

Proof of Liability Insurance

The successful Respondent shall furnish to CHA a certified copy of the policies covering the work as required in the specifications as evidence that the insurance required will be maintained in force for the duration of the MDA and for at least one year thereafter.

Standards of Conduct

The successful Respondent shall be responsible for maintaining satisfactory standards of its employees' competence, conduct, courtesy, appearance, honesty, and integrity. It shall be responsible for taking disciplinary action against any of its employees as may be necessary.

Supervision

The successful Respondent shall always provide adequate competent supervision during the performance of the MDA. The Development Partner or their designated representative(s) shall be readily available to meet with CHA personnel. The successful Respondent shall provide telephone numbers where its representative(s) can be reached.

Performance Evaluation Meeting

The selected Respondent shall be readily available to meet with representatives of CHA weekly during the first month of the MDA and as often as necessary thereafter. At these meetings a mutual effort will be made to resolve all performance problems.

Federal, State and Local Reporting Compliance

The Development Partner shall provide such financial and programmatic information as required by CHA to comply with all Federal, State and local law reporting requirements.

Nondiscrimination

The Development Partner agrees that they will abide by Federal, State and local laws including City ordinances incorporated by reference herein.

Notices

All written notices required to be given by either party under the terms of the contract(s) resulting from the award shall be addressed to the Development Partner at their legal business address. Written notices to CHA shall be addressed as provided in this RFP.

Cancellation

CHA reserves the right to cancel this RFP, or to reject, in whole or in part, all proposals received in response to this RFP, upon its documentation that such cancellation or rejection is in the best interest of CHA. CHA further reserves the right to waive any minor informalities or the failure of any Responder to comply therewith if it is in the public interest to do so. No contractual right shall arise out of the process of negotiation until such time as CHA and the Development Partner have entered into the MDA.

Laws

The laws of the State of Tennessee and applicable federal law shall govern the award.

Contract Award

The Development Partner's award as described in this document shall be subject to the approval of CHA Board of Commissioners and HUD if required.

LIST OF ATTACHMENTS

Attachment A	Development Partner Services
Attachment 1	CHA Conflict of Interest Statement
Attachment 2	Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion- Lower Tier Covered Transactions
Attachment 3	Authorization of Respondent for Verification of References
Attachment 4	HUD Certifications
Attachment 5	Form HUD-5369-B Instructions to Offerors Non-Construction
Attachment 6	Form HUD-5369-C Certifications and Representations of Offerors
Attachment 7	RFP Acknowledgement Form
Attachment 8	Strategic Plan Report

Respondents must complete and submit with the proposal Attachments 1,2,3,4 and 6. Attachment 7 must be submitted prior to submitting a proposal.

Attachment A

Development Partner Services

CHA may authorize the Development Partner to perform any or all the following services:

General.

Promote communication with neighborhood groups.
Prepare, update and revise, as necessary, the project implementation schedule and budget.
Submit monthly financial, management and project status activity reports as needed.
Prepare all required submissions and reports to HUD and other agencies.

Predevelopment Activities.

Initiate site acquisition activities.
Provide evidence of adequate zoning.
Prepare Planned Unit Development, if required.
Develop a relocation plan, and if necessary, relocate residents.
Test for hazardous materials, develop abatement procedures and obtain environmental review.
Design and obtain commitments for site improvements.

Revitalization Plan.

Structure and implement participatory planning process.
Develop master plan for site and neighborhood revitalization activities.
Submit additional information requested by HUD, if applicable, for revitalization plan approval.
Obtain local backing and secure letters of support.

LEGAL

HUD Compliance.

Provide evidence the owner has site control.
Provide evidence the proposed development complies with applicable zoning or will not be delayed by rezoning.
Complete subdivision if necessary.
Provide ALTA form title policy.
Provide evidence of real estate property and leasehold tax exemption.
Where required, assist with environmental (parts 50 and 58) review and Section 213 Clearance.
Advise team on mixed-finance regulations.

Procurement.

Advise team on federal and local procurement regulations.
Draft and/or review RFPs/RFQs.
Draft and/or review contracts between all team members.

Negotiating the Deal.

Develop ownership structure for mixed-finance rental and homeownership.
Develop organizational documents of the owner.
Prepare the limited partnership agreement/operating agreement.
Coordinate/draft all mixed-finance legal evidentiaries, including loan documents, and the regulatory and operating agreement, if necessary.
Negotiate with HUD on HUD evidentiaries and requirements, if necessary.
Provide legal structure for ensuring the long-term affordability of units.

Prepare the management agreement.
Advise on creation of management-related documents (e.g., site-based waiting list, tenant leases, etc.).

Financing/Real Estate Services.

Assist in financial structuring (e.g., LIHTC, tax-exempt bonds).
Provide legal counsel on LIHTC syndication to assure compliance with tax provisions.
Provide legal counsel on bond issuance.
Record real property legal description and title.

Nonrental Components.

Analyze and advise team on homeownership models.
Draft homeownership-related loan documents, use restriction covenants and sales contracts.
Advise on commercial/retail development (includes development of leases).

FINANCE

Financial Feasibility/Program Development.

Conduct market analysis and feasibility study to assess financial feasibility.
Identify potential financial resources including funding, LIHTC, Section 8, conventional financing and other capital.
Prepare initial development budget.
Prepare preliminary operating proforma projecting annual income and expenses for 15-year period.

Negotiate Financial Arrangements.

Secure credit enhancement for bonds, if needed.
Underwrite and issue bonds and develop loan agreements.
Syndicate LIHTCs and develop limited partnership agreement.

Preparation for Closing.

Conduct subsidy-layering analysis to ensure project is not over-subsidized.
Assure HUD that the Respondent fee and operating reserve are not funded from public housing capital funds, where required.
Assure HUD that common area improvements are paid pro-rata by public housing funds, where required.
Provide Total Development Cost calculation for HUD review, where required.
Close on all loans.
Close on equity.

Ongoing Financial Monitoring.

Maintain the required budgets and accounts in accordance with funding.
Track funding contributions compared to loan and grant agreements.
Review and certify construction draw schedule.
Release funds to developer partner proportionate to construction work.

DESIGN

Concept/Feasibility.

Conduct market analysis and feasibility study to identify specific design amenities.
Develop preliminary site plan, design concepts and phasing.
Develop cost and contingency estimates at concept phase.
Prepare preliminary development schedule.