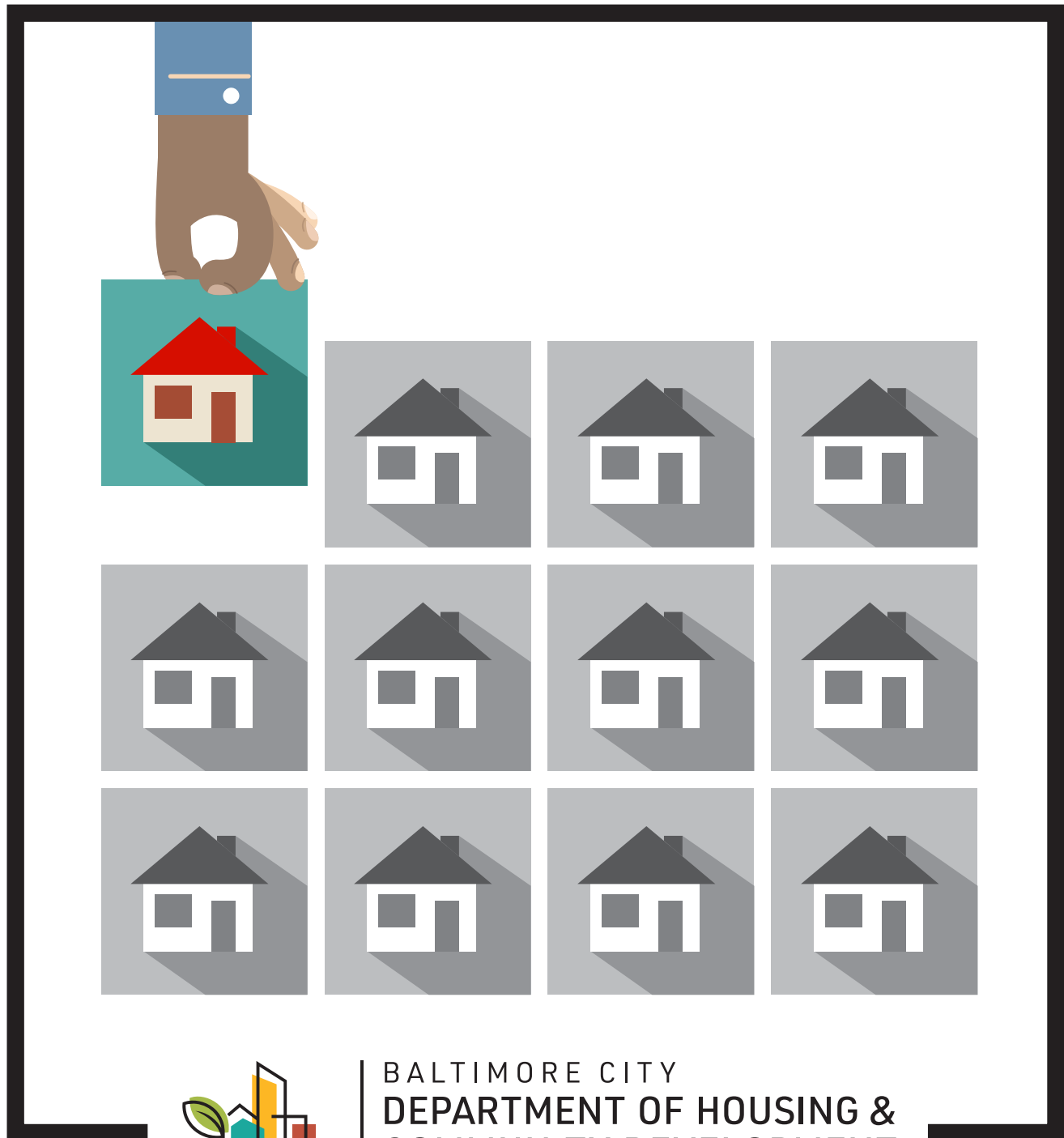


# PROFESSIONAL SERVICES REQUEST FOR COMPREHENSIVE HOUSING FRAMEWORK & PLAN



BALTIMORE CITY  
DEPARTMENT OF HOUSING &  
COMMUNITY DEVELOPMENT

**Proposals due April 24, 2023**



1.0 INTRODUCTION	2
2.0 SCHEDULE	2
3.0 BACKGROUND	3
4.0 SCOPE OF WORK - MINIMUM SPECIFICATIONS	7
5.0 MINIMUM QUALIFICATIONS	10
6.0 PRE-PROPOSAL CONFERENCE AND WRITTEN QUESTIONS	11
7.0 SUBMISSION REQUIREMENTS	12
8.0 EVALUATION OF PROPOSALS	14
9.0 AMENDMENTS OR MODIFICATIONS TO RFP REQUIREMENTS	14
10.0 COST TO PREPARE AND SUBMIT RESPONSES	14
11.0 NOTIFICATION OF FINAL APPLICANT SELECTION	14
12.0 APPROVAL OF CONTRACT	14
13.0 INDEMNIFICATION	15
14.0 CONFLICTS OF INTEREST	15
15.0 RIGHTS RESERVED AND ADMINISTRATIVE INFORMATION	16



## 1.0 Introduction

The Baltimore City Department of Housing and Community Development (DHCD) is issuing this Request for Proposal (RFP) to seek qualified consultants with experience in the creation of comprehensive city-wide, data and equity driven housing plans. The purpose of this RFP is to identify a consultant, or team of consultants that will deliver a Comprehensive Housing Framework & Plan (Plan).

Key deliverables will include: a concise executive summary and a final report with detailed analyses of housing needs, equity analysis, and implementation plan – including necessary public & private capital. Based on this RFP, DHCD may select an applicant or applicant team, and negotiate and enter into a consultant agreement with such applicant or applicant team. The plan will be utilized by DHCD to update its community development framework, inform its strategic planning for the production and preservation of affordable housing, and broader community development efforts over the next 15 years.

## 2.0 Schedule

<b>Event</b>	<b>Due Date</b>
Issue Date	March 20, 2023
Pre-Proposal Conference	April 5, 2023
Deadline to Submit Written Questions	April 10, 2023
Responses to Questions & Pre-proposal Conference Recording Posted	April 14, 2023
Submission Deadline	April 24, 2023
Estimated Award Notification	May 15, 2023
Estimated Negotiation of Consulting Agreement and Approval by Board of Estimates	June 6, 2023 for June 21, 2023 BOE meeting
Contract begins	July 1, 2023



## 3.0 Background

### 3.1 Area of Study

For the purposes of this Plan, the area of study is the City of Baltimore.

### 3.2 Department of Planning Comprehensive Housing Plan

The State of Maryland requires all jurisdictions, including the City of Baltimore, to complete a [10-year master plan](#) for the City, in response to the results of the 2020 decennial census. The Department of Planning (DOP) is leading this work, titled [Our Baltimore](#). DHCD's Plan is meant to complement the city-wide master plan. The DOP master plan will have a housing section, but this Plan is meant to be more in depth.

Through this process, the DOP has already conducted significant community engagement around the following topics: Community Development, Vacant Housing, and Affordable Housing. Those notes will be made available to the selected consultant at the start of the contract to guide the work. RFP responses should include how this information gathered from community stakeholders will be incorporated into the scope of work.

### 3.3 DHCD Community Development Framework

In February of 2019, DHCD released its [Community Development Framework](#). This framework establishes three types of development zones: Impact Investment Areas, Middle Markets, and Asset Building Neighborhoods. All City neighborhoods fall into one of these three types of categories.

1. **Impact Investment Areas:** Many areas that struggle with disinvestment are adjacent to areas of strength and poised for near-term growth. In these "Impact Investment Areas," DHCD works with community partners to envision the future of their area and to leverage public and private resources to transform these geographies into stable and thriving neighborhoods. There are 7 Impact Investment Areas, comprised of 22 neighborhoods across the City. More information is available [here](#).
2. **Middle Neighborhoods:** Affordable to a range of working and middle-class residents, "middle neighborhoods" are home to most of Baltimore's homeowners and are critical to the success of the city. DHCD is working with stakeholders and residents to build a more coherent and expansive set of approaches to preserve and grow these middle markets.
3. **Asset Building Neighborhoods:** In these neighborhoods, DHCD will continue to expend significant capital toward improving quality of life through remediating blighted



conditions while assembling land for future use and development, and creating attractive permanent and interim green spaces.

### *Other Information related to the Community Development Framework*

- DHCD's seven Impact Investment Areas have an implementation strategy document and project tracker available [here](#).
- The Middle Neighborhoods pilot program using [ARPA funds](#) will be finalized in late Spring 2023.

### 3.4 Existing DHCD Development Efforts

Baltimore City's DHCD is a "full suite" community development agency with five operating divisions:

1. **Housing & Homeownership Preservation:** supports new and existing homeowners through grant and repair work that: preserves affordable housing, prevents displacement and blight, builds equity for Baltimoreans, and stabilizes communities. All programs are administered through the [LIGHT](#) intake system.
2. **Code Enforcement:** conducts over 200,000 inspections each year and monitors every vacant building and parcel in the city.
3. **Consolidated Planning:** coordinates the receipt and retention of HUD formula grant resources and manages the Community Development Block Grant program, which supports a wide range of housing and social services to over 50,000 low- and moderate-income Baltimoreans annually.
4. **Permits & Litigation:** issues over 30,000 construction permits annually, conducts over 70,000 trade inspections, oversees property registration, coordinates property demolition and stabilization, and leads litigation such as Baltimore's national best practice "receivership" program.
5. **Development Division:** assembles parcels for blight elimination and redevelopment through acquisitions, and relocation, and finances and supports affordable housing development. This division also administers the Community Catalyst Grant [program](#), the Affordable Housing Trust [Fund](#), and the HOME program dollars.

These five operational divisions work in concert to execute the agency's whole block development model as outlined in the community development framework, (see Section 3.3). More information about the agency is available on our [website](#).



### *Data Driven Strategy & Operations*

In addition to the [Key Stats Dashboard](#), DHCD's Research & Analytics team maintains a robust suite of [publicly available data tools](#) to monitor development activities, in addition to [CoDeMap](#). CoDeMap is explained [here](#), and a video tutorial is available [here](#).

### 3.4 Equity Legislation & Required Equity Analysis

In 2018, the Baltimore City Council passed [CCB 18-0223: Equity Assessment Program](#). This legislation requires each agency to comply with certain requirements to ensure that all policies and programs developed and administered by agencies adhere to equity principles.

#### *DHCD Equity Statement*

Equity in housing and community development must begin with acknowledgement that the history of slavery and institutional racism is undeniably woven into the fabric of present conditions. The challenge is to ensure that the past does not define the future. The Baltimore City Department of Housing & Community Development is committed to equitable community development that benefits all Baltimoreans. This approach requires that all agencies understand and commit to redress the long-standing race-based barriers and policies that have devastated neighborhoods, concentrated poverty, and created an affordable housing crisis. In understanding equity, we have a tremendous opportunity to "get community development right." With this approach, there is a commitment to equity and inclusive redevelopment from the start.

#### *DHCD Equity Principles*

1. Ensuring community voices are central to shaping neighborhood redevelopment;
2. Minimizing the displacement that can occur with rising values;
3. Supporting existing homeowners and residents to help them stay in their homes;
4. Maximizing Baltimoreans' access to jobs and entrepreneurial opportunities created by reinvestment;
5. Prioritizing affordable housing in neighborhood revitalization efforts from the outset, not as an afterthought, and
6. Building an internal team that has the capacity to succeed and the willingness to be relentlessly accountable.

DHCD has an Equity and Inclusion Officer who will be closely involved in the creation of this Plan. It is expected that any scope of work submitted in response to this RFP explicitly address how DHCD's equity principles will be incorporated into recommendations made, any analysis provided



to DHCD, and the expertise of the staff assigned to this project. The City's most recent Equity Plan Annual Assessment will be provided to the selected consultant.

### 3.5 Model Comprehensive Housing Plans

Below is a list of comprehensive housing plans that the City would like to incorporate elements of into DHCD's Plan.

1. [Cleveland](#): cost factors for housing development
2. [Toledo](#): specific and measurable goal setting
3. [Philadelphia](#): implementation plan

These plans are offered as examples of the type of work DHCD would like to incorporate into its final report. Any consultant(s) who worked on the above plans and submits a proposal for this RFP will not be given preferential scoring.



## 4.0 Scope of Work – Minimum Specifications

The scope of work should include the following components, but can and should make recommendations based on the expertise of those submitting proposals of additional areas that the scope of work and final Plan should include.

### 4.1 Update Community Development Framework

The Plan needs to include an update to DHCD’s Community Development framework, including but not limited to:

1. An analysis of progress to date
2. Formal definitions of the three types of development zones and the specific development tools appropriate for each zone
3. Leading indicators that should be tracked for each of these types of development zones
  - o Indicators that demonstrate a neighborhood is moving from asset building to middle market, or at risk of a vacant building issue, etc.
4. How to accelerate the efforts of DHCD to effectively address the City’s vacant property inventory, monitored [here](#).

### 4.2 Housing Market & Economic Analysis

The scope of work should include a brief market and economic analysis of the City of Baltimore. DHCD already maintains a significant amount of data through the Agency’s [Neighborhood Data Profiles](#) (to be updated in Spring 2023). The Neighborhood Market Data [Dashboard](#), is compiled and available from the [Maryland State Housing Needs Assessment](#).

### 4.3 Community Development Barriers Analysis

The scope of work should include the following:

1. Regulatory provisions that have a direct impact on Housing Costs
2. City operational constraints that impede the timely disposition of vacant property to put back into productive reuse
3. Market Forces Impeding Housing Supply
4. Analysis of Supply Market, including Costs for Land, Construction, Utilities, and Permitting Fees, Insurance, and Other Associated Costs
5. Households Experiencing Cost-Burden and Conditions Problems
6. Other equity concerns that influence barriers to the production and preservation of affordable housing





#### 4.4 Goal Setting

The final plan needs to include specific preservation and production goals to meet the affordable housing needs of Baltimore residents by 2040.

- The Goals should include the number of housing units (both rental and homeownership) required to both preserve and produce units at certain income bands up to 150% AMI over the next 15 years
  - These goals will require coordination with the Mayor's Office of Homeless Services strategic planning efforts
- Any policy or programmatic goals need to be rooted in DHCD equity principle(s) along with general equity considerations on how to administer the policy or program

#### 4.5 Financial Modeling

- All housing production and preservation goals will be required to have a market tested cost factor associated with the type of unit
- All programmatic and policy recommendations will require a high-level funding analysis
- The Plan will require a detailed inventory of financial resources, including: public, private, local, state and federal, currently utilized in housing development and how they are deployed across different housing subtypes.
- Financial gap analysis – the Plan will require recommendations to be developed in partnership with the City on a comprehensive financial ecosystem capable of providing the necessary types of capital to complete many different types of affordable housing development activities, from the acquisition and disposition of vacant properties, to developer incentives, construction loans, and opportunities for other financial partners to work in Baltimore City.

#### 4.6 Data Analysis

The scope of work submission must explicitly list the planned data sources the consultant team intends to use, as well as the types of analyses, leading market indicators, and other data tools that will be used in the creation of the Plan.

#### 4.7 Recommendations

Recommendations in service of the specific housing goals, as well as general recommendations to accelerate the production and preservation of affordable housing as well as the reduction in vacant building inventory should include the following areas:



- City, State, and Federal legislative changes
- City Charter amendments
- DHCD process improvements
- Potential public revenue options
- Comprehensive and concrete anti-displacement strategy (DHCD and the Department of Planning have a draft document that needs to be finalized.)
- Technology options to track progress towards goals identified in the final Plan
- Incorporation of feedback from listening sessions held by the Planning department in Fall 2022 on the following topics: Affordable Housing, Vacant Properties, Community Development

#### 4.8 Stakeholder Engagement

DHCD plans to lead the coordination of community and stakeholder engagement for the Plan. The selected consultant(s) should be able to make themselves available for at least 3 in-person community meetings, 2 City Council hearings, and any advisory committee meetings, if an advisory committee for the Plan is convened. The consultant(s) should also be available to help in the creation of any materials for stakeholder engagement.

Additionally, as stated in section 3 of this RFP, there are extensive notes from 2022 community engagement conducted by the Planning department on the topics of community development, affordable housing, and they need to be incorporated in the analysis and final recommendations.



## 5.0 Minimum Qualifications

Applicants should have a minimum of ten (10) years of demonstrated experience and an understanding of the drafting of complex technical reports on comprehensive community development efforts.

**Applicants must have at least one person or a partner consulting firm as part of the team with explicit and demonstrated expertise in equity informed policy and program design. Efforts should be made, where possible, to include Minority and Women Owned Consulting Businesses as part of the final consulting team.**

Applicants can include multiple firms and/or consultants; however, the submission must clearly indicate the project lead.



## 6.0 Pre-proposal Conference and Written Questions

DHCD will hold a pre-proposal zoom conference call on April 5, 2023 from 1:00pm-3:00PM EST. Interested participants should use the following zoom link to register:

<https://us06web.zoom.us/join/zoom/register/tZ0rf--sqDovEtXnAYAqI9PMOJBf8zOO0rRk>

Following the pre-proposal conference, interested applicants can also submit written questions through COB on, April 10, 2023. All questions must be submitted electronically to [DHCD\\_comprehensiveplan@baltimorecity.gov](mailto:DHCD_comprehensiveplan@baltimorecity.gov). Only emailed questions will be accepted.

DHCD will publish all questions along with their response on its website: [www.dhcd.baltimorecity.gov](http://www.dhcd.baltimorecity.gov) no later than April 14, 2023. DHCD will maintain a list of interested applicants who participate in the pre-proposal conference call or submit written questions and may use the list to notify prospective applicants of changes to this RFP.



## 7.0 Submission Requirements

Applicants must electronically submit all required information to [DHCD\\_comprehensiveplan@baltimorecity.gov](mailto:DHCD_comprehensiveplan@baltimorecity.gov) with the heading "<Firm Name> DHCD Comprehensive Plan SOW" no later than April 24, 2023, 4:00 PM Eastern Standard Time.

### **Late submissions will not be accepted.**

The submission should consist of the following components:

#### 7.1 Letter of Submittal

This letter must be signed and dated by person authorized to legally accept an award and execute an agreement with the City. The Letter should include a summary of all firms that will participate, their roles, a summary of their expertise,

#### 7.2 Scope of Work

See Section 4 for minimum specifications. Include the firm's proposed approach, phasing, interim deliverables, and project schedule.

#### 7.3 Technical Sample

Provide one sample from each of the three categories. Maximum of five (5) pages per sample.

1. Policy & Legislative Recommendations: written report summarizing legislative approaches and draft legislation
2. Data and/or Financial Modeling Recommendations/Brief: written report demonstrating technical and financial modeling capabilities
3. Community Engagement: presentation to community members, elected officials, advisory committees.

#### 7.4 Experience & Capacity

Please include the following:

- Please provide a brief description of your company's history
- Describe relevant public sector experience
- List all individuals who will be involved in delivering the project, their role, and their qualifications
- Provide three (3) references from comparable projects including the relationship to the project and current contact information.



### 7.5 Price Proposal

Please provide a cost estimate for the Scope of Work outlined in 7.2. This should include a list of all personnel that will be involved and their hourly rates, total estimated hours, and total estimated cost, as well as reimbursable expenses.

### 7.6 Financial Information

Please include the last two (2) years of audited financial statements for the lead consultant.

### 7.7 Certification of Compliance

All submissions must include a signed copy of [this form](#). Failure to include this form with your submission will disqualify your application from review.

### 7.8 Authorization to Submit

All submissions must include a signed copy of [this form](#). Failure to include this form with your submission will disqualify your application from review.

### 7.9 Certifications and Disclosures

All submissions must include both the [Contract Disclosures](#) and [Organizational Disclosures](#) forms.

In the Contract Disclosures form, applicants are asked to identify any current consulting contracts with city agencies or projects with non-city agencies in Baltimore City that were awarded within the last 24 months. The summary of current contracts should include the lead organization, the term of the contract and the expiration date.

Failure to include this form with your submission will disqualify your application from review.



## 8.0 Evaluation of Proposals

A total of 145 points will be awarded based on the following criteria:

Experience with comprehensive housing plans / complex technical housing reports	40
Qualifications of key personnel – including equity driven policy and program design	25
Equity Analysis Expertise	25
Data Analysis Expertise	20
Financial Modeling Expertise	20
Price Proposal	15

## 9.0 Amendments or Modifications to RFP Requirements

DHCD reserves the right in its sole discretion to change, amend, or modify the requirements of this RFP as it deems appropriate. All changes shall be posted on DHCD’s website. DHCD reserves the right to notify prospective applicants who participate in the pre-proposal conference or who have submitted written questions of changes via email.

## 10.0 Cost to Prepare and Submit Responses

Neither the City of Baltimore nor DHCD shall be responsible for any cost incurred by any applicant in preparing and submitting a response or in preparing and submitting requests for additional information.

## 11.0 Notification of Final Applicant Selection

DHCD will notify the selected applicant in writing that they have been selected to negotiate and enter into a consultant agreement with the City.

## 12.0 Approval of Contract

Prior to undertaking any work, the selected applicant shall enter into a Professional Services Consulting Agreement that is approved by the City’s Board of Estimates. The Agreement shall include the final scope of work, timeline, deliverables, pricing, payment information, terms for



amending the agreement and City rules and regulations. Work undertaken prior to approval of this Agreement shall not be eligible for payment.

The professional services contract is exempt from City W/MBE participation requirements. As stated in Section 5: ***Applicants must have at least one person or a partner consulting firm as part of the team with explicit and demonstrated expertise in equity informed policy and program design. Efforts should be made, where possible, to include Minority and Women Owned Consulting Businesses as part of the final consulting team.***

## 13.0 Indemnification

Applicants agree to individually indemnify, defend and hold harmless the City and the City's officers, employees and agents from and against any and all losses, damages, costs, expenses (including reasonable attorneys' fees), obligations and other liabilities (including settlement amounts) that arise directly or indirectly from:

- Any infringement of any copyright, trademark, patent, or other intellectual property rights, or any misappropriation of any trade secrets, in connection with any software, documentation, services or other products supplied directly or indirectly by the applicant in connection with the submission, or any allegation of any of the foregoing;
- Any act(s) of negligence or willful misconduct by the applicant or any of its agents, employees or subcontractors (or any allegations of any of the foregoing), including but not limited to any liability caused by an accident or other occurrence resulting in bodily injury, death, sickness or disease to any person(s) or damage or destruction to any property, real or personal;
- Breach of the Applicant's obligations, representations, and/or warranties under this RFP;
- Breach of the Applicant's compliance with the law;
- Any acts or omissions of the applicant with respect to any of the services provided by the applicant related to this RFP or its submission (or any allegations of any of the foregoing); and
- The City's refusal to produce any item of confidential information of the applicant after receiving a request for such item and after being instructed by the applicant not to produce it.

## 14.0 Conflicts of Interest

Applicants each individually asserts that it has not engaged in any practice or entered into any past or ongoing agreement that would be considered a conflict of interest with this RFP. Applicants each individually agrees to refrain from entering into all such practices or agreements, including any agreements and/or practices that could give rise to even the appearance of a





conflict of interest. Furthermore, Applicants each individually asserts that it has fully disclosed to DHCD any and all practices and/or agreements of whatever nature or duration that could give rise to even the appearance of a conflict of interest with the parties or subject matter of this RFP. An applicant agrees to continue to fully disclose potential conflicts to DHCD during the term of the subsequent Professional Services Consultant Agreement if one is awarded to such applicant.

## 15.0 Rights Reserved and Administrative Information

1. **Issue Date.** The issue date of this Request for Proposals shall be March 20, 2023.
2. **Extension of Dates.** The Department reserves the right to extend any dates in this RFP or to withdraw the RFP in part or in its entirety.
3. **Pre-Proposal Conference** is scheduled for April 5, 2023 from 1:00-3:00pm EST.
4. **Confidentiality of Proposals.** Proposals shall be reviewed with reasonable precautions to avoid disclosure of contents to competing offers during the evaluation process. A copy of the RFP is available electronically on DHCD's website at: <https://dhcd.baltimorecity.gov/>.
5. **Compliance with Laws.** By submitting an application and receiving an award, applicants agree that they will comply with all Federal, State, and City laws, rules, regulations and ordinances applicable to the activities and obligations under this RFP.
6. **Attachments:**
  - 6.1 Certification of Compliance
  - 6.2 Authorization to Submit
  - 6.3 Contract Disclosures
  - 6.4 Organizational Disclosures