



# Request for Qualifications (RFQ): Solicitation for Developers for Rehabilitation

(Broadway East, Coldstream Homestead Montebello, East Baltimore Midway  
And Southwest Partnership Impact Investment Areas)



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The City of Baltimore Department of Housing and Community Development is seeking to strengthen our community partnerships and engagement by seeking responses from mission-oriented developers (“Developer Partners”) with demonstrated experience to partner in four of our Impact Investment Areas to rehabilitate scattered-site vacant city owned buildings. The four Impact Investment Areas included in this offering are:

- ↳ Broadway East
- ↳ Coldstream Homestead Montebello
- ↳ East Baltimore Midway
- ↳ Southwest Partnership

This registry will allow developers to foster strong relationships and collaboration with the community they are serving by allowing our community partners to have increased engagement and input in the selection of the developers that work in the neighborhoods before properties are offered or awarded for redevelopment. This registry also confirms that any developer that is awarded property via this process is committing to community engagement and positive partnership to help neighborhood growth.

## I. INTRODUCTION

Impact Investment Areas are neighborhoods that are poised for transformational change supported by a comprehensive multi-agency City strategy and major public investment. DHCD is working with community partners, the Baltimore City Department of Planning and other stakeholders to establish a shared vision for the thriving communities these neighborhoods can become. More information about the Impact Investment Areas to the draft Implementation Strategies for the four Impact Investment Areas can be found at <https://dhcd.baltimorecity.gov/dhcd-community-conversations>.

The goal of this RFQ is to develop a registry of developers that have the capacity to advance the goal of the Implementation Strategies by reducing the number of vacant homes and increasing homeownership in these neighborhoods.

As part of this mission, DHCD is seeking qualifications from experienced housing Developer Partners to renovate vacant, scattered site housing in the selected Impact Investment Areas. With this RFQ, DHCD seeks to establish a registry of at least 5 to 10 Developer Partners to work in the selected Impact Investment Areas through a pre-vetting process and evaluation of organizational and financial capacity. Selected Developer Partners will be in the registry for a period not to exceed 2 years and will be required to update organizational and financial information periodically throughout the 2 years.

If selected to join the registry, a collection of properties in the Impact Investment Area will be presented to the Developer Partners as opportunities for development. DHCD will select one or more Developer Partners to rehabilitate the properties.

## II. IMPACT INVESTMENT AREA DESCRIPTIONS

### BROADWAY EAST

Broadway East is a developing and thriving neighborhood with a mix of millennials and legacy residents. This emerging community features local area parks such as Collington Square Park, innovative schools, religious institutions, and opportunities for investment. Broadway East lies in the heart of East Baltimore and is located East of the historic Greenmount Cemetery and north of Johns Hopkins Hospital. Parts of the Biddle Street and Middle East neighborhoods are located in this Impact Investment Area footprint.

As of the 2020 Census, Broadway East had a population of 3,400 residents, a 32% decline from 2010. Over 90% of the residents identify as African American. The number of Latino residents has increased significantly over the same period.

The median home price in 2023 was \$34,750, with the upper quartile home price of \$74,250. Housing stocks have declined in the community by 25% since 2010. The City has cleared several sites over the last few years to make room for new residential development. Since 2016, most of the new development of vacant lots were for multi-family units.

## COLDSTREAM HOMESTEAD MONTEBELLO

The Coldstream Homestead Montebello community, also known as CHM, located in northeast Baltimore, lies just west of the expansive Clifton Park. Anchored visually by City College High School to the northwest, CHM is bordered by Harford Road on the east, Loch Raven Boulevard to the west, 33rd Street to the north, and 25th Street to the south. The community's name reflects its historical roots, drawing from three 18th-century summer estates: the Gorsuch family's "Homestead," the Dulaney family's "Coldstream," and General Samuel Smith's 473-acre "Montebello" estate across from Clifton Park.

Coldstream Homestead Montebello is primarily a residential community featuring a rich mix of early 19th- and 20th-century porch-front rowhomes and single-family frame houses. The area also includes apartment buildings from the mid to late 20th century. CHM is home to several religious institutions and community facilities that qualify for historic designation. Nearby Clifton Park adds to the historic character with landmarks such as the Clifton Park Mansion House and the Clifton Gate House.

## EAST BALTIMORE MIDWAY

East Baltimore Midway is a revitalized neighborhood in East Baltimore offering a variety of rowhouse styles at affordable prices. Former industrial buildings in the area have been converted to dual-purpose artist live-work spaces. The neighborhood also offers newly constructed and renovated rowhomes. Residents enjoy a central location close to public transportation, Penn Station, Light Rail and the Station North Arts and Entertainment District, as well as two public parks and the amenities of the Cecil Kirk Recreation Center.

As of the 2020 Census, East Baltimore Midway had a population of 2,300 residents, a 24% decline from 2010. Over 90% of the residents identify as African American. The number of Latino residents has increased significantly over the same period.

The median home price in 2023 was \$54,500, with the upper quartile home price of \$85,000. Housing stocks have declined in the community by 23% since 2010. The City has been aggressively acquiring vacant properties to spur redevelopment.

## SOUTHWEST PARTNERSHIP

The SW IIA is comprised of seven neighborhoods within the Southwest Partnership (SWP) footprint, including Franklin Square, Poppleton, Mt. Clare, Union Square, Barre Circle, Hollins Roundhouse, and Pigtown. The Neighborhood Impact area boundaries are West Mulberry Street to the North, Monroe Street to the West, Martin Luther King Boulevard to the East and Wicomico Street/Paca Street to the South. Four of these neighborhoods are listed on the National Historic Register, including Franklin Square, Union Square, Hollins Roundhouse, and Barre Circle, and Union Square, which is also a Baltimore CHAP district. Community strengths in these neighborhoods include:

- ↳ Organizations that promote economic development,
- ↳ Proximity to many job centers as well as easy access to Baltimore's highway network,
- ↳ Architecturally attractive and strong housing stock,

- ↳ Stable residential communities,
- ↳ Longstanding commercial amenities such as Hollins Market, Mt. Clare Junction, and Pigtown Main Street,
- ↳ And several cultural assets including B & O Railroad (the birthplace of American railroading and a national historic landmark), The Edgar Allen Poe House, and H.L. Mencken House.

Carroll Park is immediately southwest of the SW IIA

Additional data and demographic data about each of the neighborhoods included in the four Impact Investment Areas can be found on the Department of Planning website at: [Data & Demographics | Department of Planning \(baltimorecity.gov\)](https://www.baltimorecity.gov/department-of-planning/data-demographics).

## III. DEVELOPMENT OBJECTIVES

### A. REHABILITATION FOR HOMEOWNERSHIP

DHCD is seeking developers to rehabilitate vacant city owned buildings in the Broadway East, Coldstream Homestead Montebello, East Baltimore Midway and Southwest Partnership Impact Investment Areas for homeownership. This development will be a partnership between the developer and DHCD. Ultimately, DHCD desires to create economically diverse communities. Accordingly, it is intended that the completed properties will be initially priced at no more than 120% of the area median income for the Baltimore-Columbia-Towson metropolitan statistical area. Developer Partners are encouraged to pursue State and City incentives to assist in making the developments economically feasible. Development Incentives may be made available to the selected Developer Partners.

### B. EMERGING AND SMALL DEVELOPERS

DHCD is committed to growing and affording opportunities to both emerging and small developers. This RFQ is not only seeking experienced and developers that have the capacity to do larger projects, but will specifically seek to include in our mix of pre-qualified registry a group of development partners that have been in business for three years or less and/or developers that may only have the capacity to redevelop a small number of properties at a time.

### C. EQUITY & INCLUSION

Equitable community development promotes opportunity and resilience. Our focus is on the systemic experiences of historically marginalized people due to their race and ethnicity, gender, socioeconomic status, sexual orientation, disability, and other attributes. DHCD is committed to equitable and inclusive community development that benefits all Baltimoreans. As such, DHCD seeks to maximize jobs and entrepreneurial opportunities for our citizens and the selected communities. To achieve this, the following strategies will be implemented:

- ↳ Evaluate local initiatives intended to build and strengthen, organize and advance communities, shift power, eliminate inequities and social justice;
- ↳ Use data and assessments to uncover community needs issues and assets; thereby using the findings to inform community development strategies and solutions;
- ↳ Facilitate the development and the use of indicators of equitable community change with the use of existing literature, interviews, focus groups and especially those most affected by the work as well as experienced developers;
- ↳ Advise and facilitate the development of equitable community development; and
- ↳ Design technical assistance workshops to train staff, nonprofits, developers and other agencies to develop innovative ways to develop communities with equity and inclusion at the forefront.

## IV. DEVELOPMENT PARTNER QUALIFICATIONS

DHCD is seeking development partners that bring creativity, expertise, and resources in rehabilitating vacant properties for homeownership development in an urban setting. Developer Partners must have a record of compliance with Federal, State and City laws, regulations, and ordinances on prior projects and be in good standing with the State Department of Assessments and Taxation (SDAT). Developer Partners must have a history of delivering product on schedule. They must be able to demonstrate financial capacity and viability.

Experience in working in the State of Maryland and/or Baltimore City/County and not-for-profit and/or mission-oriented community organizations is preferred; as well as, being well versed in State economic development resources since currently there are no developer incentives or subsidies set aside for this RFQ to assist developers with their construction activities. However, Developer Partners may be eligible for DHCD developer incentive programs which may become available in the future.

## V. SCOPE OF SERVICES

Responsibilities of the Developer Partners will include:

- ↳ Rehabilitation of vacant structures for residential occupancy;
- ↳ Preparation of site and building designs for permits;
- ↳ Completion of working drawings and building permit approvals;
- ↳ Coordination of all stabilization/construction activities; and
- ↳ Development of a twelve-month schedule for completion of development plans.

## VI. SUBMISSION REQUIREMENTS

Respondents shall submit the Statements of Qualifications below in the order listed.

### A. COVER LETTER

This section should include a summary of the Developer Partner's background, summary statement on qualifications most relevant to residential rehabilitation and working with community partners.

### B. RELEVANT QUALIFICATIONS: A DESCRIPTION OF THE SCOPE AND NATURE OF REQUIRED DEVELOPMENT EXPERIENCE.

- ↳ This section must document successful housing development or rehabilitation experience in an urban or urban/suburban area. Residential housing development experience in Baltimore City is preferred.
- ↳ Applicants should list specific examples of rehabilitation of rowhouses and other residential properties.

### C. DEVELOPMENT CAPACITY:

- ↳ Provide a list of current properties in the developer's inventory waiting to be rehabilitated and/or currently underway. Please include a brief project summary of each.
- ↳ Please state how many properties the developer can comfortably rehabilitate at one time.

## **D. COST AND QUALITY CONTROL: A DESCRIPTION OF RESPONDENT'S KNOWLEDGE OF REAL ESTATE FINANCING METHODS.**

- ↳ Experience and success working in a public/private partnership to develop residential housing.

## **E. PROJECT TEAM SUMMARY: NAMES, ROLES AND RESUMES OF KEY PERSONNEL WHO WILL CONSTITUTE THE DEVELOPMENT TEAM.**

- ↳ The respondent should include the proposed architect, engineer, master contractor, and construction manager.
- ↳ Identify any Certified Minority/Women Business Enterprise team members along with their proposed scope of work.

## **F. FINANCIAL CAPACITY:**

- ↳ A concise description of the organizations financial capacity to deliver the prospective project.
- ↳ Identify the financial institution where you have a business relationship and/or line of credit.
- ↳ Disclose your bonding or financing capacity.

## **G. REFERENCES: THREE (3) CORPORATE AND/OR CLIENT REFERENCES**

These references shall include at least one banking reference, and two current or recent client references for development projects.

## **H. EVIDENCE OF GOOD STANDING:**

- ↳ Certificate of Good Standing from SDAT; and

## **I. INSURANCE:**

- ↳ Proof of Insurance

## **J. STATEMENT ON POSITIVE COMMUNITY IMPACT:**

- ↳ Provide three examples of past projects and their positive community benefits.
- ↳ Please provide a written statement on how you can provide a positive community impact that may be included in a MOU if selected for this RFQ.

# **VII. SELECTION PROCESS**

- ↳ DHCD intends to select experienced Developer Partners with a strong track record of rehabilitating quality for-sale housing. As stated earlier, DHCD intends to select 5 to 10 Developer Partners based on the criteria described in Section VIII, below.

- ↳ Once the Developer Partners have been selected, DHCD will select one or more Developer Partners from the pool to develop specific Clusters, based on the pre-qualified Developer Partners' capabilities and capacity for timely completion. Developer Partners may express interest in developing an entire Cluster or a portion of a Cluster.
- ↳ DHCD intends for every pre-qualified Developer Partner to have opportunities to redevelop vacant properties. DHCD will use its best efforts to rotate opportunities among Developer Partners. However, the rotation of opportunities will depend on the Developer Partner's current workload and capacity to meet DHCD's time schedule.
- ↳ The selected Developer Partner(s) for a Neighborhood Cluster will be required to present their capabilities to the appropriate community group(s) or association(s). The community's input will be considered before DHCD enters into an agreement to convey and develop the Cluster(s).

## VIII. EVALUATION CRITERIA

Each Impact Investment Area will have a separate review panel and developers that apply for multiple Impact Investment Areas may not be awarded or awarded for each area for which they apply. The RFQ's will be evaluated through consideration of several factors. The Evaluation panel will review all documents in the submissions and award points in accordance with the following

criteria:

| CRITERIA                                 | POINTS           |
|--|------------------|
| TEAM'S TECHNICAL QUALIFICATIONS          | 25 Points        |
| FINANCIAL CAPACITY and ACCESS TO FUNDING | 25 Points        |
| PAST PERFORMANCE                         | 25 Points        |
| TRACK RECORD OF HOMEOWNERSHIP PRODUCTS   | 15 Points        |
| POSITIVE COMMUNITY IMPACT                | 10 Bonus Points  |
| TOTAL MAXIMUM                            | 100 Total Points |

## IX. MEMORANDUM OF UNDERSTANDING

Selected developers will be required to enter a Memorandum of Understanding (MOU) with DHCD and one or more neighborhood organizations for each development opportunity. The MOU is not a community benefits agreement. By entering into a MOU, the Developer Partner is agreeing to work in partnership with DHCD and the community where the new construction opportunity is located. These promises may include as examples, full transparency regarding the planned development; representation at community meetings; participation in neighborhood beautification activities; employment and job training workshops. Potential promises are presented in the attached draft Example MOU.

The final MOU may be modified to suit the specific Impact Investment Area and/ or project based on the input from the appropriate community associations.



## X. SUBMISSION FORMAT AND DEADLINE

Please submit the response via electronic application at <https://bit.ly/DHCDRegistryRehabWork> by 11:59 p.m. on October 31, 2024. RFQ submissions received after this deadline or have not paid the application fee will be determined as non-responsive and will not be considered for review or award.

The application for this RFQ is a common application where an interested developer may apply for one or more of the four Impact Investment Areas. Each Impacted Investment Area included in this Request for Qualifications will be evaluated in separately.

## XI. UNDERSTANDING OF THE RFQ

This Rehabilitation Developer RFQ and any subsequent application is designed to gather comprehensive information about developers, ensuring that the City can evaluate their qualifications, capacity, and suitability for a registry of approved developers to work in selected areas for upcoming projects. Please understand that this RFQ or an application or response to this RFQ by a development entity:

- ↳ Does not constitute a request to interview, award or inclusion as a qualified developer.
- ↳ Does not represent any obligation or agreement on the part of the City of Baltimore or DHCD to award or sell the property or properties.

All awards and subsequent settlement of individual properties will be subject to all DHCD's land disposition processes including, but not limited to full execution of a Land Disposition Agreement (LDA) and subsequent compliance including meeting minimum funding requirements and background checks. DHCD may reject at any time any or all of the submissions pursuant to this RFQ. DHCD may also, at any time, waive compliance with, or change any of the terms or conditions of this RFQ.

## XII. PROPERTY INCLUSIONS AND AWARDS

DHCD reserves the rights to decide which properties will be available to developers under this RFQ. The Commissioner reserves the right to offer properties under a separate Requests for Proposal that could be open to developers outside of this RFQ if a site requires particular attention or if the scale or desired outcome is outside of the capacity or scope of this offering.

Any properties and proposals that qualify under our Fixed Pricing Program can be sold under those program pricing and other guidelines. All developers selected through this RFQ will be required to meet and adhere to any applicable laws or procedures required for land development within the City of Baltimore.

## XIII. SELECTION PROCESS AND TIMELINE

DHCD intends to select both experienced and emerging developers with a strong track record of rehabilitating quality for-sale housing. As stated earlier, DHCD intends to select at least 5 to 10 developers.

## RFQ Projected Timeline

| EVENT   | DATE   |
|---|--|
| RFQ Launch  | Friday, September 13, 2024                     |
| Pre-submission Conference                                 | Thursday, September 26, 2024, 6:00 – 7:30 p.m. |
| Submission Deadline                                       | Thursday, October 31, 2024 11:59pm             |
| NDO Team Review   | November 1 –6, 2024*                           |
| Application distributed to Review Panel                   | November 7- 15, 2024*                          |
| Review Panel Meeting (#1)<br>Finalist Interviews          | Week of November 18 <sup>th</sup> *            |
| Community Presentations                                   | Week of December 2 <sup>nd</sup> *             |
| Final Review Panel Meeting (#2)                           | Week of December 9 <sup>th</sup> *             |
| Review Panel recommendation to the Assistant Commissioner | December 18-20, 2024 *                         |

\*specific dates will be determined as the process moves forward and based on the number of responses.

RFQ Questions: should be emailed to [developmentinfo@baltimorecity.gov](mailto:developmentinfo@baltimorecity.gov). (email subject line: Developer RFQ)

## EXAMPLE MEMORANDUM OF UNDERSTANDING

Between Baltimore City Department of Housing and Community Development, [Developer Partner] and [Community Organization]

- I. THIS MEMORANDUM OF UNDERSTANDING (this “MOU”) is entered into by and among, Baltimore City Department of Housing and Community Development (DHCD), [Developer Partner, a Maryland Limited Liability Company] (the Developer Partner) and [Community Organization, a not-for-profit community organization] (the Community) (collectively, the Parties).
- II. Purpose of MOU. The purpose of this MOU is to set forth the promises and understandings of the Parties as work is scheduled to commence on development of new residential housing through rehabilitation of current vacant homes and/or the construction of new homes in the [community name] (the “Project”). The objective of the Project is to assist with community enhancement through the expansion of home ownership. This MOU signifies the Parties’ support for DHCD’s commitment to strive for community-based development without displacement.

This is not a final, binding or enforceable agreement, and does not obligate any of the Parties to any legal obligation. Nor is this MOU a Community Benefits Agreement. However, as is described in Section 5, below, any disputes or disagreements are to be directed to DHCD to be resolved.

## 2. PROMISES OF DHCD. TO WORK IN PARTNERSHIP WITH THE COMMUNITY AND THE DEVELOPER PARTNER:

- ↳ DHCD will assign an individual from the Department to serve as the DHCD Project Manager, who will be the point of contact for the Community and the Developer Partner.
- ↳ DHCD and the Developer will coordinate with the Community for timely presentation of any plans for new development and/or renovation under this program to the Community; and

- ↳ DHCD will work to quickly mediate and resolve any concerns with the Project or any disagreements between the Community and the Developer Partner.
- III. Promises of the Developer Partner. To work in partnership with the Community under this MOU, and DHCD under [the Master Developer Agreement], to:
- ↳ Attend and present any plans, approved by DHCD or in the development review stage with other City Agencies, for new development and/or renovation to the Community in a public forum;
  - ↳ To timely present any concerns regarding the Project to the DHCD Project Manager for resolution;
  - ↳ To use best efforts to hire local residents for the Project; and
  - ↳ To participate in at least one neighborhood walk with the community to learn the neighborhood and have on-site discussions as needed or scheduled.
- IV. Promises of the Community. To work in partnership with DHCD and the Developer Partner to support the shared vision of neighborhood enhancement, including:
- ↳ The Community shall appoint a point of contact (the “Community Point of Contact”) who will serve as the primary contact for DHCD and the Developer Partner;
  - ↳ Except for public meetings, any and all concerns or comments regarding the Project shall be communicated to the appropriate Parties through the Community Point of Contact;
  - ↳ To provide constructive input on the planned Project during community meetings;
  - ↳ To assist in organizing community meetings to discuss the planned Project; and
  - ↳ To timely report any improper activity occurring on the Project property to DHCD or law enforcement, if appropriate. Improper activities may include: unauthorized intruders on the property; observation of damage to the property; or theft.
- V. Dispute Resolution. Any and all disagreements or disputes between any of the Parties shall be presented directly to the DHCD Project Manager. DHCD shall respond to issues raised by any of the Parties within 15 calendar days of the issue(s) being presented to the Community Point of Contact.
- VI. Term. This MOU shall terminate upon completion of the Project. For single family residents, completion shall be signified by the actual sale and closing of one or more of the home(s). For multiple family residents, completion shall be upon signing of the first lease for occupancy of a residence.

EXECUTED by the Parties on the dates set forth below.

DHCD:

- VII. Date: \_\_\_\_\_
- VIII. DEVELOPER PARTNER:
- IX. Date: \_\_\_\_\_
- X. THE COMMUNITY:
- XI. Date: \_\_\_\_\_