Responding to RFP/Q/EIs

HPD Capacity Building Series for M/WBE & Nonprofit Developers
December 8, 2020

Josh Saal, Deputy Director of Predevelopment
HPD

Agenda

Intro

Community Engagement

RFP Process

Case Study: Grant Avenue Modular

Experiences

Q+A

# Developing Housing on Public Sites

As part of the City's efforts to generate 300,000 affordable homes by 2026, HPD works with other agencies to develop affordable housing on **City-owned sites** that are suitable for housing.

In partnership with communities, HPD's Office of Neighborhood Strategies works to ensure that the development of these sites are guided by **meaningful community engagement** and **coordinated with public investments in infrastructure and services**.

- Interagency coordination

- Stakeholder engagement

- Community Visioning Workshops

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From Rezoning Neighborhoods to
Planning Neighborhoods with Communities
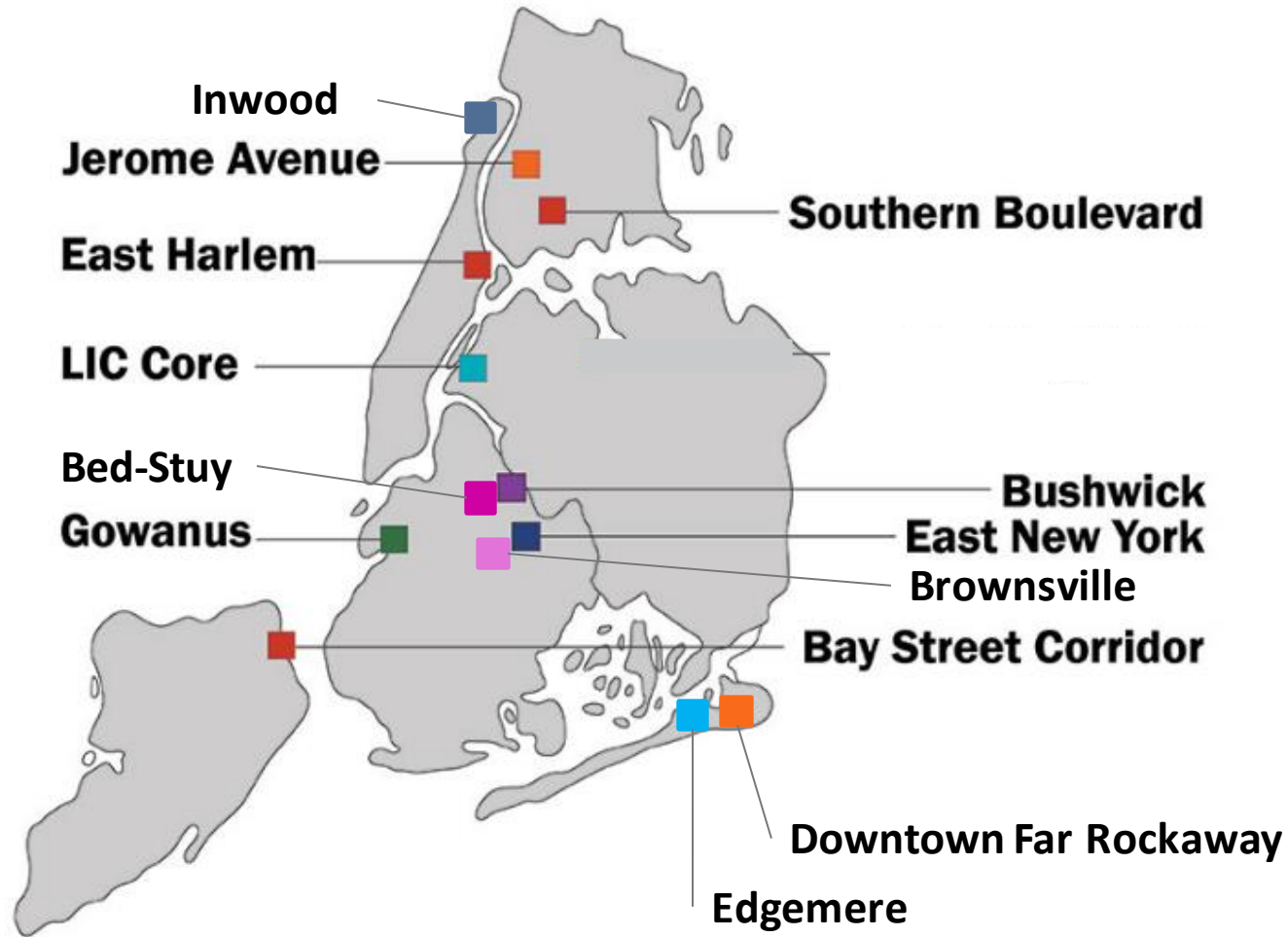
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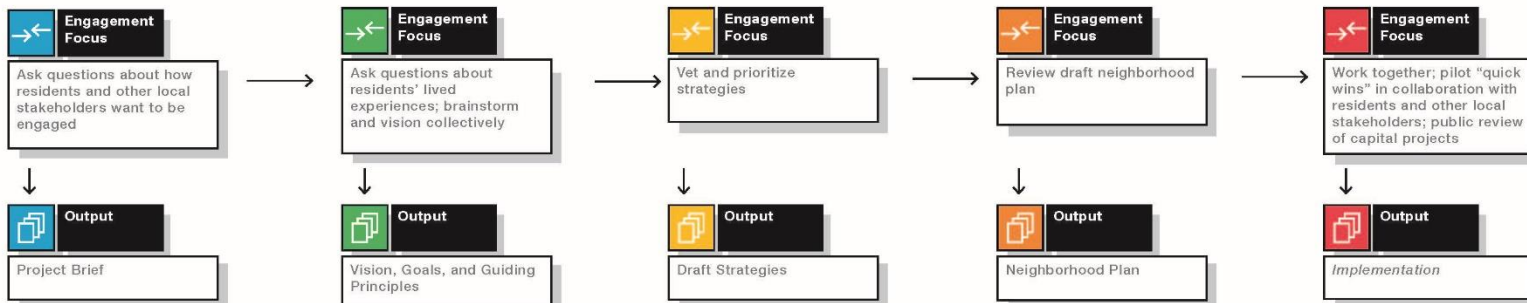# Neighborhood Planning Playbook

October 13, 2015

Neighborhood
Planning
Playbook

Neighborhood Planning Playbook

Neighborhood Planning Phases

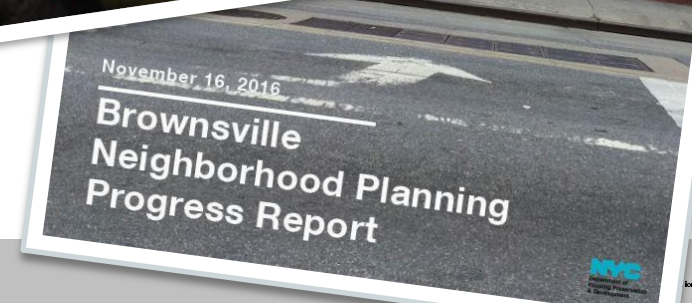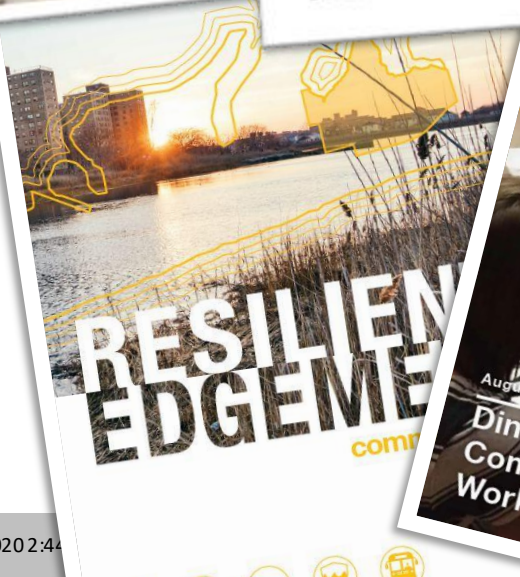| 01 Organize	02 Learn	03 Create	04 Finalize	05 Implement
Overview	**Overview**	**Overview**	**Overview**	**Overview**
• Define planning area • Develop planning schedule with key dates • Identify and meet with key stakeholders • Begin to identify key community concerns, goals, and values • Coordinate inter-agency project team and governance • Create a Neighborhood Snapshot (data gathering and analysis)	• Dive deeper in quantitative and qualitative data • Identify measures and trends affecting neighborhoods • Identify challenges and opportunities • Develop a shared community-driven neighborhood vision and set of guiding principles	• Brainstorm solutions and strategies with the community • Develop scenarios that address key neighborhood concerns • Test preliminary policies, projects, and strategies (viability, feasibility, desirability)	• Synthesize solutions that have consensus and potential to achieve desired outcomes • Vet and finalize key implementation elements of the plan	• Neighborhood Plan serves as basis for action • Conduct the necessary regulatory processes for proposed zoning and land use proposals • Coordinate agency programs and capital budgets for implementation of key plan elements
Deliverables	**Deliverables**	**Deliverables**	**Deliverables**	**Deliverables**
• Project Brief • Neighborhood Snapshot • Engagement Strategy • (Post final document on public website)	• Listen and Learn—Workshop 1 Summary • Vision, Goals, and Guiding Principles—Workshop 2 Summary • (Post final document on public website)	• Test Strategies and Actions Workshop 3 Summary • (Post final document on public website)	• Confirm and Prioritize—Workshop 4 Summary • Neighborhood Plan • Fundamental elements of land use and other regulatory actions (e.g., Draft EIS, ULURP) • (Post final document on public website)	• Oversight and Ongoing Engagement • ULURP Certification and Approval (if required) • Program and Policy Development • Capital Projects

Engagement Focus	**Engagement Focus**	**Engagement Focus**	**Engagement Focus**	**Engagement Focus**
Ask questions about how residents and other local stakeholders want to be engaged	Ask questions about residents' lived experiences; brainstorm and vision collectively	Vet and prioritize strategies	Review draft neighborhood plan	Work together; pilot "quick wins" in collaboration with residents and other local stakeholders; public review of capital projects
Output	**Output**	**Output**	**Output**	**Output**
Project Brief	Vision, Goals, and Guiding Principles	Draft Strategies	Neighborhood Plan	*Implementation*

Community Visioning Together

Population Served

Desired Non-Residential Uses

Resiliency

I want to see
affordable high quality food housing and youth opportunities
in Edgemere

Site Layout & Urban Design

ENGAGEMENT TACTICS

East New York
Housing Plan

September 21, 2015

November 14-19, 2015

Greenpoint Hospital
Community Visioning
Workshops Report

JEROME AVENUE

DRAFT
NEIGHBORHOOD
PLAN

October 2017

January 11, 2018

East Harlem
Housing Plan

Office of Neighborhood Strategies
NYC Department of Housing Preservation & Develo...

April 25, 2016

East 111th Street Site
Community Visioning
Summary Report

Office of Neighborhood Strategies
NYC Department of Housing Preservation Plan & Development

RESILIEN
EDGEME
comm

August 9, 2016 (revised December 21, 2016)

Dinsmore-Chestnut
Community Visioning
Workshops Report

November 16, 2016

Brownsville
Neighborhood Planning
Progress Report

12/10/2020 2:44

Definitions

RFP Request for Proposals

- For development on City-Owned sites
- Often with specific criteria responsive to certain objectives

RFQ Request for Qualifications

- To establish a "Pre-Qualified List" of developers or consultants
- Last M/WBE RFP was preceded by an RFQ (next one won't be)

RFEI Request for Expressions of Interest

- Used to gauge interest; may or may not be followed by a specific RFP
- Recently used twice for private sites—Modular NYC and ShareNYC

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RFP Objectives

HPD relies on a **competitive** process in most cases when disposing of public-sites. This allows us to solicit the best ideas and value for our financing, and to frame our vision for the site in keeping with community interests.

Recent Reforms

- Equitable Ownership requirement
- Expanding developer qualifications to include rehab experience
- Preference for submissions that include a plan for neighborhood investments and/or community programs or services
- Requirement for community engagement plan and job outreach plan
- Reduction in architectural submission requirements

RFP Format

Table of Contents

East Harlem RFP

East Harlem, Manhattan

Request for Proposals

Issue Date: August 8, 2019
Pre-Submission Conference: September 5, 2019
Site Tour: September 11, 2019
Submission Deadline: November 26, 2019

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Mayor, Bill de Blasio
Deputy Mayor, Housing and Economic Development, Vicki Been
Commissioner, Department of Housing Preservation and Development, Louise Carroll

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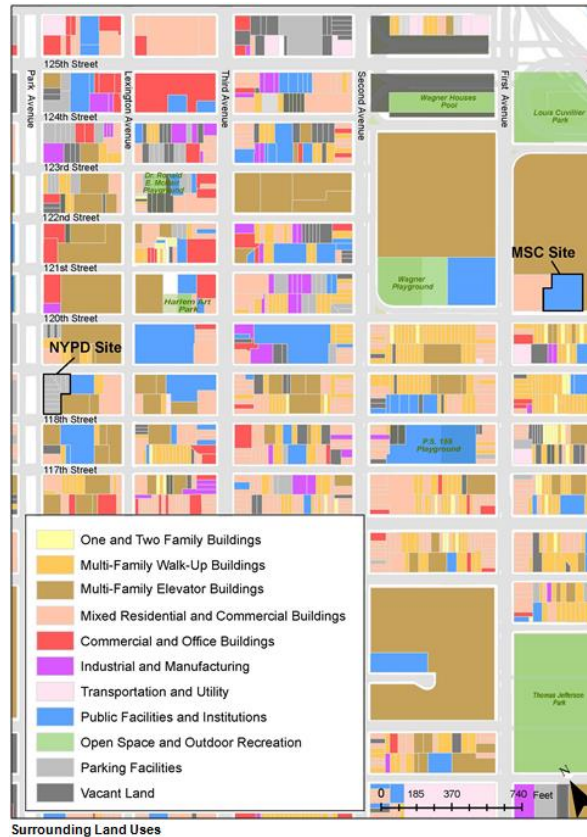
RFP Project Overview

Project Snapshot:

- Location

- Description

- Lot size

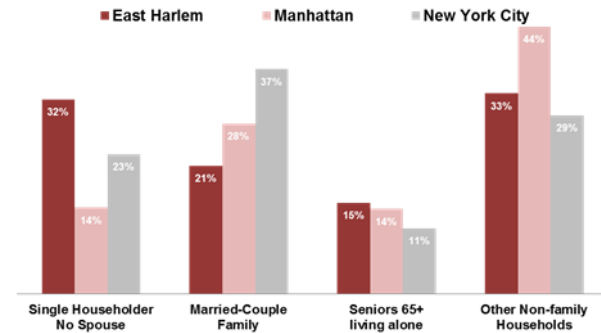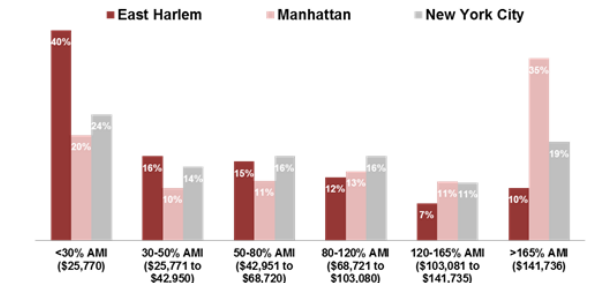- Land use/ zoning

- Development type

- Necessary public approvals

Project Goals

Site and Neighborhood Context

- Land Uses

- Transportation Access

- Demographics

Surrounding Land Uses

Legend:
- One and Two Family Buildings
- Multi-Family Walk-Up Buildings
- Multi-Family Elevator Buildings
- Mixed Residential and Commercial Buildings
- Commercial and Office Buildings
- Industrial and Manufacturing
- Transportation and Utility
- Public Facilities and Institutions
- Open Space and Outdoor Recreation
- Parking Facilities
- Vacant Land

Distribution of Households by Income Group

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RFP Selection Process

Development Team Experience and Capacity
Financing and Affordability
Development Program and Community Economic Development
Design and Performance

And for each:

✓ **Threshold Requirements**

✓ **Competitive Criteria**

Competitive Criteria	Weight	
Development Team Experience and Capacity	20%	50%
Financing and Affordability	30%	
Development Program and Community Development	25%	50%
Design and Performance	25%	

✓ **Preferences**

RFP Review Process

Pre-Submission Conference → Completeness and Threshold Review → Competitive Review

Clarifying Questions to Finalists → Finalists Interviews → Sponsor Review

Deputy Commissioner Approval → Commissioner and City Hall Approval → Announcement and Negotiation Letter

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Responding to an RFP

What to consider:
- **RFP Vision**
- **Community Needs**
- **Making the Vision a reality**

The Process

- **Team assembly**
- **Engage Community Partners**
- **Schedule of deliverables**
- **Weekly meetings / calls with team**
- **Building Design / Community Facility Design**
- **Financial modeling**
- **Writing narratives**
- **Rewriting, rewriting, and rewriting**

Grant Avenue Modular Homes-City Line

Primary Development Program: ELLA
Income Levels Served: Extremely Low-,
Low-and Moderate-Income
Developer: Thorobird Companies and
BACDYS
Modular Manufacturer: FullStack
Architect: Think!
Units: 167 + super unit

The site will be used to develop a modular 7-story mixed-use building with approximately **170 affordable homes** for extremely low-, low- and moderate-income households.

The project features an accessible roof including an urban farm and the ground floor of the project will feature community facility space, BACDYS, a Federally Qualified Health Care Center and Urban Pathways.

Grant Avenue - The Team

Grant Avenue - Thorobird

THOROBIRD

- Thorobid is a certified MBE by Empire State Development and NYC Department of Small Business Services

- Thorobird principals have developed over 1,400 units of affordable housing totaling $500 million

- Thorobird currently has 138 units and $62 million of mixed-income housing in the HPD pipeline

Thomas Campbell
Managing Member

John Bonhomme
Member/Investor Relations

Mark Reed
Member/Chairman

220 E 178th S, Bronx NY

225 E 179th St, Bronx NY

2195 Morris ave, Bronx NY
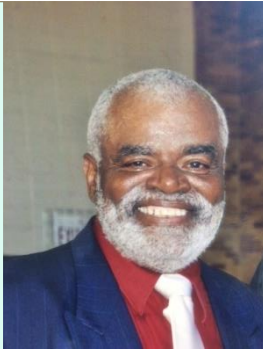
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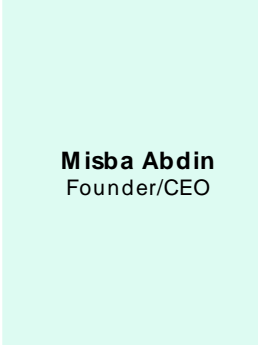Housing Preservation
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Grant Avenue - BACDYS

Rajju Dhakal
Executive Director

John Whitehead
Chair of the Board

Misba Abdin
Founder/CEO

Walter Campbell
Board of Directors

Elba Melendez
Board Member

Grant Avenue - THINK

Award winning architecture firm

3 active modular residential projects

Wide experience in design of affordable housing

Grant Avenue - FullStack

FullStack Modular is the only modular, mid and high rise multifamily builder manufactured in and designed for New York City.

FullStack Modular is signatory to New York Building Trade Council. Our workforce at a glance:

- 48% from Brooklyn, 86% from NYC
- 12% Female
- 4% Veteran
- 85% Minority

FSM is integrating BACDYS into the feeder groups for the FSM Training Program which currently includes NEW, Helmets-to-Hardhats, and BWI.

Grant Avenue - Case Study
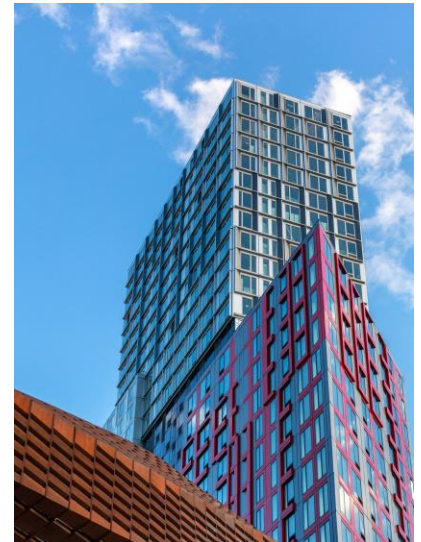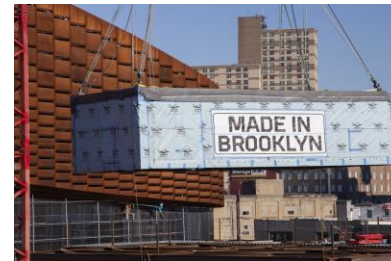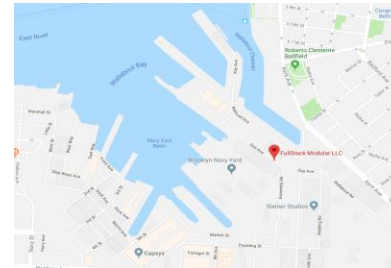
CHANGING THE BLOCK CHANGES THE COMMUNITY

- **INCLUSIVE AFFORDABILITY**
- **LOCAL HIRING**
- **COMMUNITY PROGRAMMING**

Grant Avenue – Community Facility

Project has approximately 10,000 sf of community facility space on the ground floor.

BACDYS ~ 5,000 sf of community space. BACDYS will continue social programing focused on improving the lives of immigrants, women and low-income residents. Services offered include workforce training for women and an after-school program for children.

BMS Health and Wellness Centers ~ 5,000 sf Federally Qualified Health Center. BMS will offer on-site, insurance-optional, preventative patient care

Urban Pathways ~ 821 sf of supportive services space with case managers, medical professionals and office workers to provide services for the formerly homeless residents to ensure they receive the help and support they need.

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Grant Avenue - Local Hiring

Comprehensive Community Engagement and Local Hiring

- General contractor and all subcontractors will post job openings for entry and mid-level positions on the Hire NYC Portal and will be registered with Workforce1.

- The job openings will lead to job training opportunities in NYC.

- FullStack plans to work with BACDYS to act as a feeder organization for job training and employment opportunities for local residents.

- Job training will cover both soft and hard skills:
    - FullStack and Brooklyn Navy Yard, Brooklyn Workforce Innovations will provide soft skill training;
    - The hard skills training will involve learning construction methods for modular housing.

How to Win

- Read the entire RFP

- Answer the RFP's questions

- Meet the needs of the community

- Create deadlines for RFP completion

- Reread and rewrite again!!!

- Do not wait till day of submission for final print

- Know and be prepared to discuss why you chose each component of your proposal

- GOOD LUCK

Questions and Answers

Saalj@hpd.nyc.gov

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