

Calhoun County Land Bank Authority

Target Market Analysis (TMA)

Request for Proposal: Albion & Battle Creek Target Market Analysis (TMA)

BID NUMBER: #05-CCLBA-2014

DATE ISSUED: July 10, 2014

DATE DUE: July 31, 2014 (LOCAL TIME)

Bid will be opened publicly at this time in the Purchasing Department,
315 W. Green Street, Marshall, MI.

Para una versión en Español, por favor llamar a Krista Edwards – 269-781-0859



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REQUEST FOR PROPOSALS – ALBION & BATTLE CREEK TARGET MARKET ANALYSIS

INTRODUCTION

OVERVIEW

The Calhoun County Land Bank Authority (CCLBA) and its partner, the City of Battle Creek Community Development Department (Battle Creek), in cooperation with the Michigan State Housing Development Authority (MSHDA) and the City of Albion, are soliciting a request for proposals to conduct a market study that incorporates Target Market Analysis (TMA) methodologies for use in underwriting, planning, and development activities. This analysis will look at trends and potentials both countywide and for a target area within each city; a map of the targeted area for Battle Creek is in Appendix A and a map of the area for Albion is in Appendix B. The analysis of the broader geography will provide a “platform” in which the more localized analyses will nest.

The analysis will include the type and number of housing units that could be supported by markets within the targeted areas, ideal locations for development, specific amenities to include in designs, and absorption rate and period estimates. The analysis will consider data at the county level as appropriate, but will result in two reports with separate findings for the distinct target areas in the two cities. Since the targeted areas are located in weak market areas, the analysis should provide insight into the region’s future housing needs and current oversupply of specific housing types, and thus assist community partners with long-range planning and project development.

The purpose of the analysis is to not only provide housing related information that is specific and applicable to each City and the CCLBA, but also captures community development information that supports:

- Redevelopment of distressed areas
- Improved stability and density of urban areas
- Creation of vibrant and walkable communities
- Increased economic activity downtown and along downtown corridors

Project objectives include:

- (1) Produce a target market analysis that identifies the market potential for newly introduced or existing market-rate housing units to be leased or sold as well as the need for affordable housing in the partner Calhoun County municipalities;
- (2) Provide the foundation that community partners within each city can use to create shared community development plans and mutual goals that align with place making principles; and
- (3) Identify opportunities for public/private collaborative ventures that will lead to focused community investment and sustainable development.

Nothing in this RFP shall be construed to create any legal obligation on the part of the CCLBA, the Battle Creek, MSHDA or any respondents. The CCLBA, the City of Battle Creek, and MSHDA reserve the rights, in its sole discretion, to amend, suspend, terminate, or reissue this RFP in whole or in part, at any stage. In no event shall the CCLBA, the City of Battle Creek, or MSHDA be liable to respondents for any cost or damages incurred in connection with the RFP process, including but not limited to, any and all costs of preparing a response to this RFP or any other costs incurred in reliance on this RFP. No respondent shall

be entitled to repayment from the CCLBA for any costs, expenses or fees related to this RFP. All supporting documentation submitted in response to this RFP will become the property of the CCLBA. Respondents may also withdraw their interest in the RFP, in writing, at any point in time as more information becomes known. Bids are to be firm and cannot be withdrawn for a period of thirty (30) calendar days after opening.

The CCLBA has adopted [**Purchasing Policies and Procedures for the Procurement Process**](#) available online or through the Calhoun County Purchasing Department at 315 W Green Street, Marshall, MI 49068, or via phone at 269-781-0981.

TIME OF COMPLETION

Any contract awarded pursuant to this RFP solicitation shall agree to complete the work on or before the times outlined in the Term of Contract.

TERM OF CONTRACT

Any contract awarded pursuant to this RFP solicitation shall be until awarded project is completed, with a finalized analysis and report completed within four months of award, unless otherwise negotiated. All contracts made by the successful bidder with subcontractors shall be covered by the terms and conditions of the contract; all subcontractors shall be declared in the Letter of Interest (see Submittal Requirements). The successful bidder shall see to it that their subcontractors are fully informed in regard to these terms and conditions.

ECONOMIC SANCTIONS

The undersigned, acting either individually or as a duly authorized representative of the entity submitting the enclosed bid/proposal hereby verifies that he/she/it is not an Iran linked business which is defined as follows in the Iran economic Sanctions Act, Public Act 517 of 2012, MCL 129.311, et. seq.: (i) A person engaging in investment activities in the energy sector of Iran, including a person that provides oil or liquified natural gas tankers or products used to construct or maintain pipelines used to transport oil or liquified natural gas for the energy sector of Iran and/or (ii) A financial institution that extends credit to another person, if that person will use the credit to engage in investment activities in the energy sector of Iran.

ALL WORK SHALL CONFORM TO THE FOLLOWING FEDERAL REQUIREMENTS WHERE APPLICABLE

- 24 CFR 570.061 – Equal Opportunity and Fair Housing
- 24 CFR 570.602 – Affirmative Marketing
- 24 CFR 570.603 – Davis Bacon Wage Rates for Projects with 8 or more units
- 24 CFR 570.604 – Environmental Review
- 24 CFR 570.605 – National Flood Insurance Program
- 24 CFR 570.606 – Displacement, Relocation and Acquisition
- 24 CFR 570.607 – Lead Based Paint
- 24 CFR 570.609 – Debarred, Ineligible or Suspended Contractors
- 24 CFR 570.611 – Conflict of Interest
- 24 CFR 85.36 – Procurement
- Executive Order 11246

PROJECT OVERVIEW

TARGET AREAS

Battle Creek is located in Calhoun County and has a population of 51,850 people, 47% of which earn less than 80% of the area median income. The City has experienced an \$87 million revitalization of its downtown in the past 3 years and has proposals for the redevelopment of two additional downtown sites. The neighborhood adjacent and to the north of downtown (Fremont and Calhoun Streets) was targeted as part of an NSP2 redevelopment strategy to link high performing neighborhoods on the Historic Northside to the downtown.

The proposed Target Market Analysis target area for Battle Creek encompasses the area of the Downtown Development Authority and portions of two adjacent neighborhoods mentioned above. (See Appendix A).

Albion is located on the eastern side of Calhoun County and is home to Albion College. The majority of residents are low-moderate income compared to the county's median income, and the City is on the current list of "eligible distressed areas" published by MSHDA. Albion has experienced some investment in its downtown area in the past decade with a \$3.5 million dollar on-going revitalization of the historic Bohm Theatre, a \$200k investment in Stoffer Plaza resulting in a redesigned municipal parking area, the \$200k development of the River Trail along the Kalamazoo River, as well as \$300k in past city-wide blight removal, and planned future blight removal efforts of approximately \$250k.

Staff from the CCLBA, Albion City, Community Action Agency, and the Albion Economic Development Corporation (AEDC) identified a target area for the Target Market Analysis within .25 miles of the City's downtown, which represents the City's core neighborhoods and historic commercial district. (See Appendix B)

TARGET AUDIENCE

The analysis is targeted to interested community partners including but not limited to City and County Officials, economic development organizations, state agencies, citizen-led organizations, non-profit and for-profit developers, and other private interests.

The TMA will serve as an important tool to focus state, federal, local and private community development dollars to ensure that local planning and practice is in alignment with emerging markets. It is anticipated that the analysis will provide a template for the CCLBA and its partnering municipalities to adjust to evolving statewide goals and strategies, most notably its focus on "Placemaking". The adjustment is a process which requires the community to diversify its approach to community development (including citizen input), target funding to increase impact, and focus efforts to where the data supports development.

IMPORTANT DATES

RFP Announcement Date: July 10, 2014
Deadline to Submit Questions: July 22, 2014
Answers to Questions Posted: July 24, 2014
RFP Submission Deadline: July 31, 2014
RFP Award Date: August 15, 2014
Project to be completed: January 30, 2015

PROFESSIONAL SERVICE REQUIREMENTS

SCOPE OF WORK

The CCLBA and its municipal partners seek to have a TMA produced that involves the study of the characteristics of households living in external draw areas as well as households with high mobility living within the County. The study will inform community stakeholders regarding local market potential based on lifestyle and housing preferences in the draw areas and lead to the identification of market opportunities within Calhoun County and area municipalities. The consultant will be expected to work closely with the CCLBA, the City of Battle Creek, the City of Albion, and MSHDA. Please note that all community engagement session must be coordinated with the CCLBA and Battle Creek. At a minimum, the analysis will include:

- (1) A Target Market Analysis that answers the following questions:
 - What are the current demographic, income, employment and housing trends in the study area? What are they projected to be in five years?
 - What types of housing are currently available in the study areas, in terms of price points, amenities offered, and floor plans/structure type?
 - Who would the target market(s) be for various residential building types? What are the demographic, employment, income, and social attributes of the target markets?
 - What is the potential demand for housing projects of the above type(s) in the study area(s)?
 - What types of projects (either owner or renter) would capture the broadest number of target market households? Where should they be located in the study area? What types of amenities/floor plans/site plans would most appeal to the target market? What price points should be offered (sales prices and rents)?
 - What are the impediments to place-sensitive development in the study area?
- (2) A description of the steps and methodology used to answer the questions in #1 above.
- (3) A description of the process to be used to actively engage community stakeholders in the Target Market Analysis that informs at both the city/village and county levels.
- (4) A description of the final report including the projected number of narrative pages, number of pages and content of the appendix section, and proposed number of bound hardcopies.

OTHER ASPECTS TO CONSIDER

Project Budget

A detailed total proposed price including materials, travel expenses, shipping, handling and all other costs must be included with the RFP response. Please utilize the form in Appendix C.

Deliverables

A work plan that addresses each area listed in the Scope of Work section, clearly describes the information each unit of government will be expected to provide the contractor during the assessment process, and the number and qualifications of staff the contractor will assign to the project.

A professional report with narrative and an appendix of charts, maps, tables, photos, and other attachments to substantiate the work, conclusions, recommendations, and strategy delivered as bound hardcopies and electronic PDF copies. The completed Target Market Analysis report should include the following parts:

1. Executive Summary

- a. Should include (in a succinct format) the basic findings of the analysis, including:
 - i. type and number of units that could be developed under the placemaking approach
 - ii. the locations where this type of development should see maximum success
 - iii. amenities floor plans, and building types to include
 - iv. the size and composition of the target market for projects like this
 - v. an estimate of the absorption rate and period
 - vi. any major impediments to this type of development that can be described.

2. Overview of County-wide trends

- a. Current demographic, income, employment and housing trends with five year projections
- b. Description of commuter and migration patterns in/out of the county

3. Description of the two localized study areas

- a. A map of each study area should be included, showing major transportation routes, important places, neighborhoods, and other basic geographic information.
- b. Current population and household counts should be noted, and five year estimates made.
- c. Current employment figures, as well as a breakdown of industries and occupations in the area, should be presented.
- d. Current housing conditions should be presented for each area as well, describing:
 - i. The mix of owner and renter households in the area
 - ii. A description of building types in the area currently
 - iii. Contract rents being received in the market by existing projects
 - iv. Amenities on offer from existing projects
 - v. Vacancy rates from existing projects
 - vi. Prices for for-sale housing on offer in the area
 - vii. Amenities included in for-sale housing in the area
 - viii. A map showing the locations of rental housing projects in the study area
 - ix. A map showing recent sales of single-family housing in the area

4. Placemaking Issues

- a. A listing and description of the placemaking attributes and amenities in each study area should be provided.
- b. A description of the successes of these efforts in increasing the population or economic activity in each area (increased commercial occupancy rates, more foot traffic, recent housing construction, etc.).
- c. A description of each study area in terms of transportation networks and linkages, describing:
 - i. Major transportation corridors, and development efforts around them;

- ii. Locations that exhibit high levels of walkability or “bikability”;
- iii. Existing public transportation opportunities.

5. Target Market Analysis

- a. Given the information in the previous sections, what would be the target market for a project that is built upon placemaking principles? The following items should be included in this section:
 - i. A discussion of commuting and migration patterns into and out of each study area.
 - ii. A description of the likely types of households that would be attracted to housing developed along placemaking principles, in terms of their demographics, employment profile, economic situation and housing preferences.
 - iii. A defensible tie between migration patterns and the size of the in-migrating target market.
- b. “Gap Analysis”
 - i. Given the estimate of the target market and the description of current housing conditions, how much new product (again developed along placemaking principles) will be demanded by the target market?
 - ii. Estimates should be in the form of a range.

6. Attributes of new housing

- a. The following information should be presented:
 - i. A description of the locations within each study area that are most conducive to placemaking developments
 - ii. A description of the building type that would result in the maximum capture of the target market demand
 - iii. A listing of amenities that would provide the maximum capture of potential target market demand
 - iv. A listing of the amenities needed for the maximum capture of potential target market demand
 - v. A listing of the price points that would be most successful with target market households

7. Impediments to Development

- a. What exists in each study area that limits the possibility of development guided by placemaking principles?

8. Conclusions/Issues

- a. A statement of the general findings of the study should be presented in this section
- b. In addition, other issues not in the scope, but deemed important by the analyst, should be included here as well.

Presentation(s)

Presentations of the TMA report to key stakeholders as a group, this includes meetings at both the City of Albion and the City of Battle Creek.

Advisory Report

Provide an advisory report recommending a strategy for the distribution of the TMA to the broader community, including both community development interests and community residents, using a charette process or a similar method of community engagement.

Payment Schedule

A payment of 30% of the contract price will be paid when 1/3 of the work is completed per the project time line, an additional 30% will be paid when the draft plan is submitted to MSHDA for review, and the final 40% will be paid when the final plan is approved.

EVALUATION CRITERIA AND SCORING

In evaluating responses to this Request for Proposal, the CCLBA will work with the City of Battle Creek and MSHDA to select the contractor that best meets the requirements put forth in the RFP. The following criteria may be considered in selecting the most advantageous proposal: a) Ability to perform the service required within the specified time; b) Conformance to specifications; c) The quality of performance in previous contracts; d) Financial ability to perform the contract; and e) Project budget.

A point system to help evaluate the capacity and experience of responses is included in Appendix D.

SUBMITTAL REQUIREMENTS

RFP responses must be submitted via hard copy and sent to Calhoun County Purchasing Department, 315 W. Green St, Marshall MI 49068 and clearly labeled RFP #05-CCLBA-2014 by 3:00 pm on **Thursday, July 31, 2014**. Submissions sent by email will not be accepted. **Each respondent shall submit one (1) original and two (2) copies of the required documentation in a clear, legible, and 8.5 by 11 inch format.** Respondents are advised to adhere to the Submittal Requirements; failure to comply with the instructions of this RFP will be cause for rejection of submittals.

The CCLBA reserves the right to seek additional information to clarify responses to this RFP. Each response must include the following:

Letter of Interest

Please submit a Cover Letter of Interest signed by a duly authorized officer or representative of the Respondent, not to exceed two pages in length. The Letter of Interest must also include the following information:

1. The principal place of business and the contact person, title, telephone/fax numbers and email address.
2. A brief summary of the qualifications of the Respondent and team.
3. A declaration of any subcontractors who will work on this project.
4. A statement addressing any known conflicts of interest.
5. The Certification attached hereto at the end of this RFP and incorporated herein by reference must be signed by Respondent and attached to the Letter of Interest.

Threshold Requirements

These documents must be submitted along with your proposal:

1. a. **Certificate of Good Standing** for Corporations Companies issued by the Michigan Secretary of State; or

- b. **Certificate of Existence** for Limited Liability Companies issued by the Michigan Secretary of State; or
- c. Certificate of Good Standing or Certificate of Existence for Joint Ventures; or
- d. **“Doing Business As”** documentation and certificates for all other types of businesses.

2. Evidence of Insurance:

- a. **Commercial General Liability** with limits not less than \$1,000,000 each occurrence for bodily injury and \$100,000 each occurrence for property damage or a combined single limit of \$100,000;
- b. **Workers Compensation and Employers Liability** with limits not less than \$100,000 or statutory limit; and
- c. **Automobile Liability** with limits not less than \$300,000 for bodily injury for each person and limits for property damage of \$500,000 or a combined single limit of \$500,000.

The selected Contractor shall agree to indemnify and hold harmless the CCLBA, Battle Creek, MSHDA and their officers, agents, and employees from any and all claims, causes, or actions, and damages of any kind, for injury to or death of any person and damages to property arising out of or in connection with the work done by the Contractor under this contract, and including acts or omissions of the CCLBA, the City of Battle Creek, MSHDA, or their officers, agents, or employees in connection with said contract.

- 3. **Evidence of Financial Stability:** Provide the most recent financial statement or audit demonstrating that the Respondent is financial solvent, and able to complete this work. The CCLBA and Battle Creek are asking for this information to ensure that the respondent has the financial stability and wherewithal to assure good faith performance.
- 4. **Three (3) references of related projects**, including date of project, contact person and phone number, and a brief description of the project. (Appendix E)
- 5. **Three (3) examples of work**, including an example of a Target Market Analysis or similar report.
- 6. **Project scheduling** with a start date of August 22, 2014.
- 7. **Pricing Proposal** (Appendix C)
- 8. **Non-Collusion/Conflict of Interest Statement (See Appendix F):** Respondent shall disclose any professional or personal financial interests that may be a conflict of interest in representing the CCLBA. In addition, all Respondents shall further disclose arrangement to derive additional compensation from various investment and reinvestment products, including financial contracts.

SELECTION PROCESS

The Selection Committee comprised of the CCLBA staff, City of Battle Creek staff, and MSHDA staff will review qualifications. Proposals that are submitted timely and comply with the mandatory requirements of the RFP will be evaluated in accordance with the terms of the RFP. Any contract resulting from this RFP will not necessarily be awarded to the vendor with the lowest price. Instead, contract shall be awarded to

vendor whose proposal received the most points in accordance with criteria set forth in RFP and can meet the time requirements.

QUESTIONS

Written questions must be submitted **via email kedwards@calhouncountymi.gov** by **5:00 pm Tuesday, July 22, 2014**. Written answers will be provided to all potential bidders via email by **5:00 pm Thursday, July 24, 2014**.

SUBMITTAL DUE DATE

Responses to this RFP are due by **3 P.M. (local time) on Thursday, July 31, 2014**. The prevailing clock shall be **www.time.gov**. Each Respondent is responsible for labeling the exterior of the sealed envelope containing the proposal response with the proposal number, proposal name, proposal due date and time, and your firm's name. Hard copies must be delivered to:

**Calhoun County Purchasing Department
315 W. Green St.
Marshall MI 49068
ATTN: Leslie Obrig**

LATE PROPOSALS WILL NOT BE CONSIDERED

CERTIFICATION FORM NOTE

THIS PAGE MUST BE COMPLETED AND INCLUDED WITH THE SUBMITTAL CERTIFICATION

The undersigned hereby certifies, on behalf of the Respondent named in this Certification (the “Respondent”), that the information provided in this RFP submittal to the CCLBA is accurate and complete, and I am duly authorized to submit same. I hereby certify that the Respondent has reviewed this RFP in its entirety and accepts its terms and conditions.

(Name of Respondent)

(Signature of Authorized Representative)

(Typed Name of Authorized Representative)

(Title)

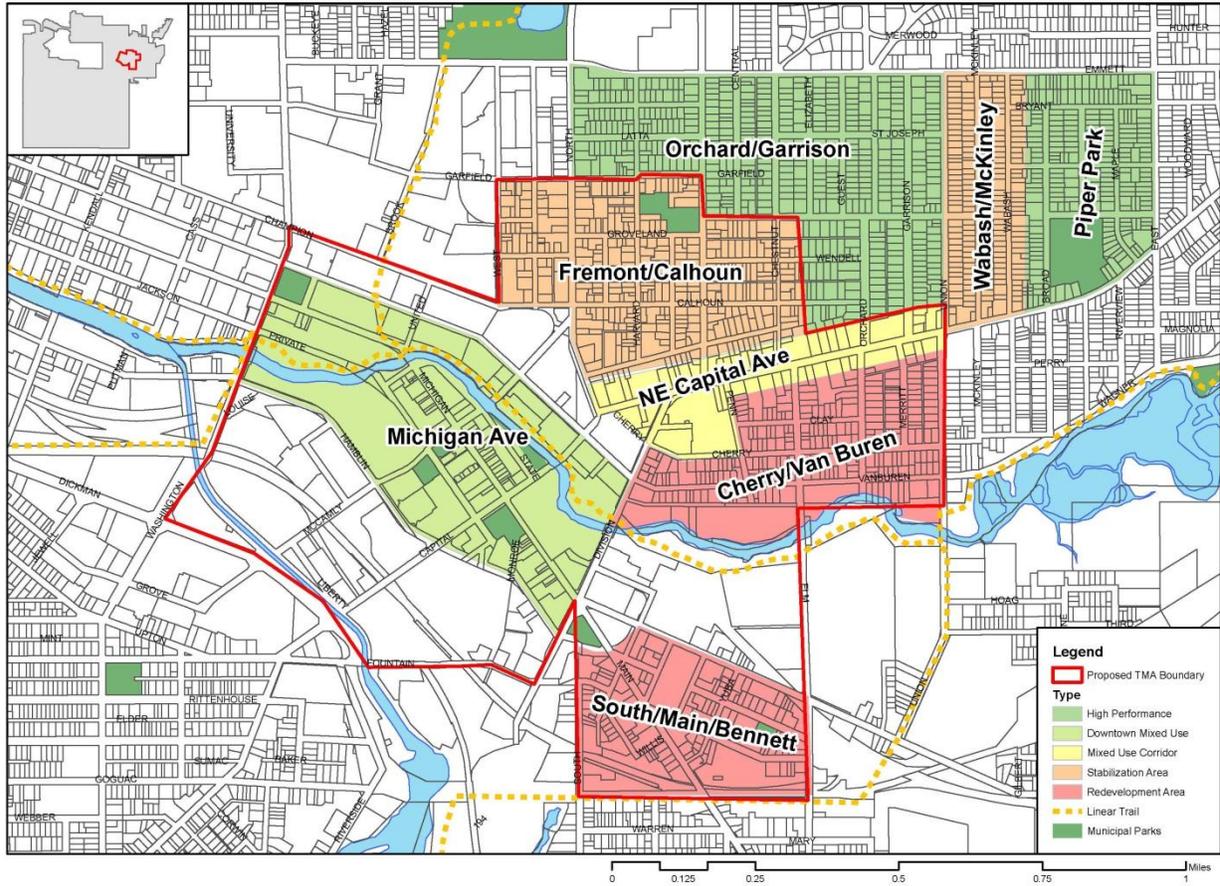
(Date)

RFP SUBMITTAL REQUIREMENTS CHECKLIST

Please provide Checklist with response to RFP

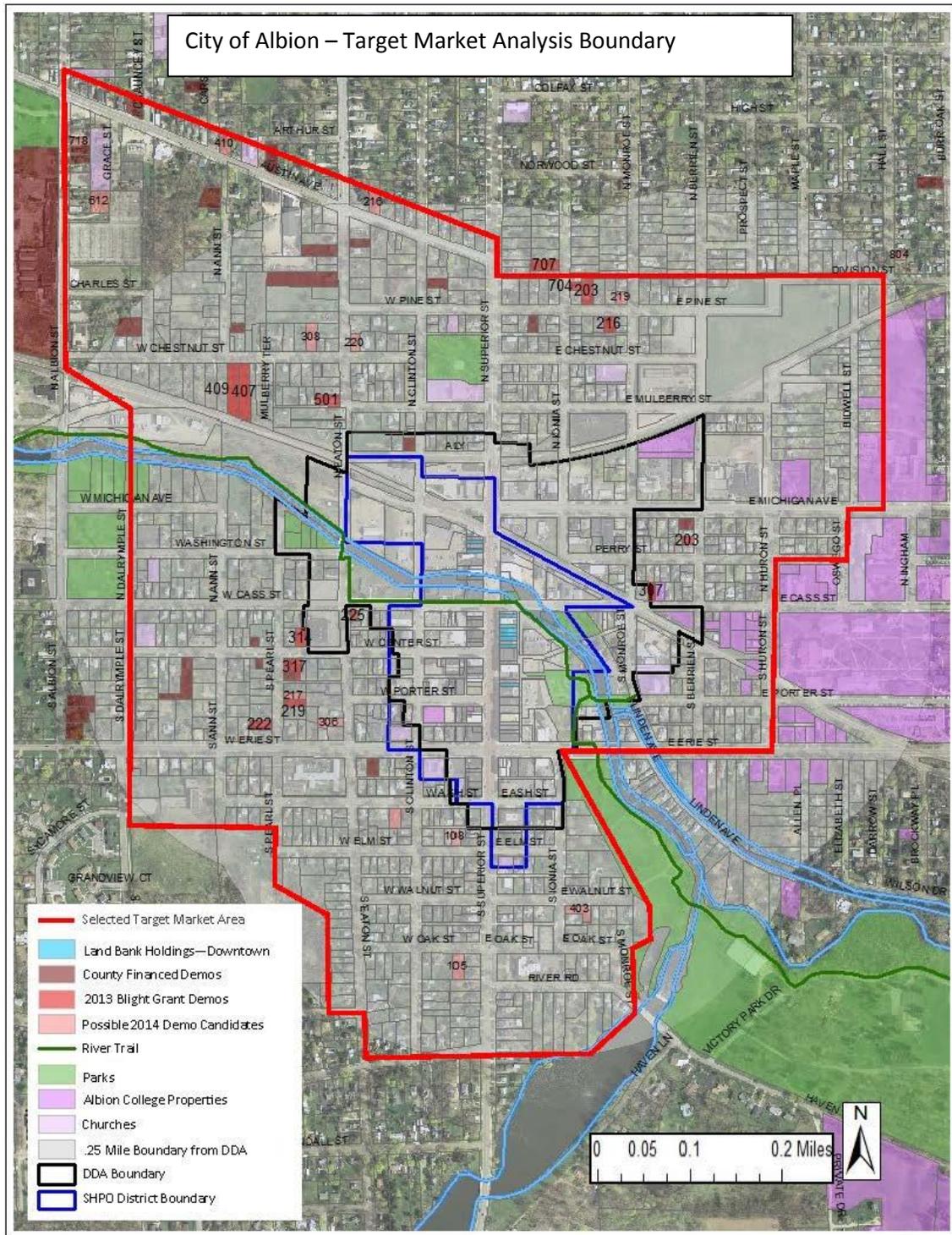
- Letter of Interest and Certification Form Note, Signed
- Certificate of Good Standing for Corporation issued by the Michigan Secretary of State; or Certificate of Existence for Limited Liability Companies issued by the Michigan Secretary of State; or a Certificate of Good Standing or Certificate of Existence for Joint Ventures for each entity comprising the joint venture; and all documentation and certifications for Respondents “Doing Business As”
- Evidence of Insurance
- Evidence of Financial Stability
- Three References (See Appendix E)
- Three Examples of Work
- Non Collusion Affidavit, Signed and Notarized (Appendix F)
- Pricing Proposal (Appendix C)
- Project Scheduling
- RFP Submittal Requirements Checklist

APPENDIX A



Map of Target Market Analysis Boundary and Neighborhood Types

APPENDIX B



APPENDIX C

Project Sections	Amount
Overview Section	
Conduct analysis for County Overview	
Generate report for County Overview	
Total Costs for this Section	
Battle Creek Section	
Conduct analysis for Battle Creek Section	
Stakeholder Engagement Meetings for Battle Creek	
Generate Report for Battle Creek Section	
Total Costs for this Section	
Albion Section	
Conduct analysis for Albion Section	
Stakeholder Engagement Meetings for Albion	
Generate Report for Albion Section	
Total Costs for this Section	
Other Costs	
Total Overall Project Costs	

APPENDIX D

In evaluating responses to this Request for Proposal, CCLBA will take into consideration the experience, pricing, and scheduling that are being proposed by the Respondent. The following Evaluation Criteria will be considered in reviewing submittals:

Evaluation Criteria

The point system is to evaluate the experience and capacity of the Respondent.

1. Experience in analysis and report generating services, specifically target market analysis

Two (2) to four (4) years of experience doing this type of analysis	5 Points
Five (5) to ten (10) years of experience doing this type of analysis	10 Points

2. Pricing Proposal

Lowest bid amount	60 Points
Next lowest bid amount	55 Points
Each additional lowest bid amount will be reduced by 10 points	

3. Specialized experience working in Battle Creek or Albion

Documented housing related studies performed in Battle Creek	5 Points
Documented housing related studies performed in Albion	5 Points

4. Specialized experience working with MSHDA

Documented experience with MSHDA related grants	5 Points
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APPENDIX E

List of Three References (3)

Reference 1

Company/Municipality: _____
Contact Person: _____ Title: _____
Address: _____
City: _____ State: _____ Zip: _____
Telephone: _____ Email: _____
Type of Project(s): _____

Budget: _____

Reference 2

Company/Municipality: _____
Contact Person: _____ Title: _____
Address: _____
City: _____ State: _____ Zip: _____
Telephone: _____ Email: _____
Type of Project(s): _____

Budget: _____

Reference 3

Company/Municipality: _____
Contact Person: _____ Title: _____
Address: _____
City: _____ State: _____ Zip: _____
Telephone: _____ Email: _____
Type of Project(s): _____

Budget: _____

APPENDIX F

NON-COLLUSION AFFIDAVIT

The bidder, by its officers and authorized agents or representatives present at the time of filing this bid, being duly sworn on their oaths, say that neither they nor any of them have in any way, directly or indirectly, entered into any arrangement or agreement with any other bidder or with any public officer of such Calhoun County Land Bank Authority, whereby such affidavit or affiant or either of them has paid or is to pay to such other bidder or public officer any sum of money, or has given or is to give to such other bidder or public office anything of value whatsoever, or such affidavit or affiant or either of them has not directly or indirectly entered into any arrangement or agreement with any other bidder or bidders, which tends to or does lessen or destroy free competition in the letting of the contract sought for by the attached bid, that no inducement of any form or character other than that which appears on the face of the bid will be suggested, offered, paid or delivered to any person whomsoever to influence the acceptance of the bid or awarding of the contract, nor has this bidder any agreement or understanding of any kind whatsoever, with any person whomsoever to pay, deliver to, or share with any other person in any way or manner, any of the proceeds of the contract sought by this bid.

COMPANY: _____

BY: _____
(signature)

NAME: _____
(type or print)

TITLE: _____

_____ DATE: _____

The above statements are true to the best of my knowledge, information and belief as of the date set forth herein. *Notary certification below:*