



**REQUEST FOR PROPOSALS
NATURALLY OCCURRING AFFORDABLE
HOUSING (NOAH) ACQUISITION,
REHABILITATION & SUBSIDY**

**City of Charlotte
Housing & Neighborhood Services
600 East Trade Street
Charlotte, NC 28202-2859**

August 2025

CONTENTS

| | |
|--|-----------|
| 1. PURPOSE | 3 |
| 2. SCHEDULE | 4 |
| 3. FUNDING POLICY GOALS | 5 |
| 4. AVAILABLE FUNDING | 6 |
| 5. PREFERENCES & PRIORITIES | 7 |
| 6. ELIGIBILITY, EVALUATION, AND UNDERWRITING CRITERIA | 10 |
| 6.1 GENERAL | 10 |
| <i>Eligibility</i> | 10 |
| <i>Developer Qualifications</i> | 10 |
| <i>Project Requirements</i> | 10 |
| <i>Site Control</i> | 10 |
| 6.2 RENTAL HOUSING CRITERIA | 11 |
| <i>Eligibility Requirements</i> | 11 |
| <i>Evaluation Protocol</i> | 11 |
| <i>Underwriting Standards</i> | 12 |
| 6.3 SUPPORTIVE HOUSING CRITERIA | 14 |
| <i>Eligibility Requirements</i> | 14 |
| <i>Evaluation Protocol</i> | 14 |
| <i>Underwriting Standards</i> | 15 |
| 7. GENERAL REQUIREMENTS | 16 |
| 7.1 REPORTING & MONITORING | 16 |
| 7.2 UNIFIED DEVELOPMENT ORDINANCE – AFFORDABILITY BONUSES | 16 |
| 7.3 CHARLOTTE BUSINESS INCLUSION (CBI) | 17 |
| 7.4 COMMUNITY ENGAGEMENT | 17 |
| 7.5 ADDITIONAL INFORMATION | 17 |
| 8. SUBMISSION INSTRUCTIONS & DOCUMENTATION | 19 |
| 9. SUBMISSION CHECKLIST | 20 |
| 10. FORM 1: ADDENDA RECEIPT CONFIRMATION | 22 |
| 11. FORM 2: CHARLOTTE BUSINESS INCLUSION / MWSBE | 23 |
| 12. APPENDIX C: LEGAL | 25 |

1. PURPOSE

The purpose of this Request for Proposals (RFP) is to provide gap funding for the acquisition and rehabilitation of properties in order to preserve Naturally Occurring Affordable Housing (NOAH) in the City of Charlotte. The goal is to expand the supply of safe, decent, and affordable rental housing for low- and moderate-income households. This RFP supports projects that meet the City's affordable housing policies, funding source requirements, and program guidelines.

It also promotes long-term affordability and encourages ownership models that are socially responsible. Proposals will be evaluated based on their alignment with program guidelines, financial viability, and the developer's experience and capacity to deliver. Preference will be given to proposals that align with the City's housing priorities and are located in targeted areas of need.

2.SCHEDULE

The City of Charlotte will begin receiving proposals to this RFP on August 20, 2025, and will continue considering proposals until funding is exhausted or the City closes the RFP through public notification.

Upon receipt of an application, the City will work with the applicant to establish a schedule of milestones. Applicants should clearly communicate any hard deadlines that constrain the financial closing timeline.

3. FUNDING POLICY GOALS

The [Affordable Housing Funding Policy](#), adopted by City Council on September 9, 2024, guides the City of Charlotte's approach to affordable housing investment. These policy goals focus on actionable measures that enhance housing stability, affordability, and economic mobility. Centered on measurable outcomes, this funding will prioritize populations vulnerable to displacement and lower-income workers, while promoting diverse housing options in high-impact locations. Key investment priorities include rental housing production, homeownership assistance, anti-displacement efforts, and supportive housing, with an emphasis on leveraging partnerships and incentivizing private market participation. The policy also encourages innovative, scalable models to address emerging housing challenges, ensuring that city investments drive meaningful, long-term impact.

- **Economic Mobility**

The City is committed to enhancing resident's access to services that support employment, income growth, and wealth-building opportunities, particularly in high-opportunity geographies that provide access to quality education, transportation, and economic resources. Projects are encouraged to integrate services that promote workforce development, financial wellness, and reduce barriers to housing stability, ensuring that residents can thrive in environments that foster long-term success.

- **Neighborhood Affordability**

The City aims to support a diverse mix of housing options in neighborhoods across Charlotte. Funding will be directed toward developments that contribute to affordable housing stock in thriving, accessible neighborhoods, ensuring residents of all income levels can live and remain in areas with strong economic opportunities.

- **Residential Stability**

Projects funded through this RFP will promote housing stability, providing safe and quality housing for residents while incorporating supportive services as needed. Long-term affordability will be a requirement to foster stable, resilient communities.

- **Resident and Neighborhood Outcomes**

The City prioritizes not only the production and preservation of affordable housing units but also the outcomes for residents and neighborhoods. Beginning this funding cycle, the City will track outcomes beyond unit counts, including household stability, access to opportunity, and community impact to assess the effectiveness of its investments.

4. AVAILABLE FUNDING

The City of Charlotte's funding approach maximizes affordable housing development by leveraging various funding sources for gap financing. This multi-source strategy ensures a flexible, effective response to housing needs. Funding options include:

- **Housing Trust Fund**
Supported by general obligation bonds, this funding is reserved for gap financing affordable housing projects within Charlotte city limits.
- **Local Rental Subsidy Pilot Program**
Developed in partnership with Mecklenburg County, this pilot program provides rental subsidies based on the tax value of the development. While it is not intended to close financing gaps, the program deepens affordability for larger, low-income households, focusing on units with three or four bedrooms. Developers who express interest in this program may be contacted by the City and County with further details.
- **Community Development Block Grant (CDBG)**
This federal funding supports multifamily housing through rehabilitation and infrastructure investments, strengthening housing quality and availability.
- **HOME Program**
This federal source funds gap financing for multifamily housing serving households at or below 80% of the Area Median Income (AMI), broadening access to affordable rental options.
- **Housing Opportunities for Persons with AIDS (HOPWA)**
Targeted toward households impacted by HIV/AIDS, this funding supports mixed-use developments where no more than 15% of units are designated for HIV-positive households. This helps ensure inclusivity within a larger, mixed-use housing model.

If federal funding is awarded, the City and developer will determine the most suitable funding type before final approval by the City Council.

5. PREFERENCES & PRIORITIES

The City of Charlotte's approach to affordable housing funding is designed to address diverse community needs and leverage resources for the highest impact. To this end, the City prioritizes development projects that align with specific housing goals, provide long-term affordability, and support key populations. These preferences and priorities guide the allocation of funds across housing initiatives, ensuring that resources benefit vulnerable residents, promote inclusive communities, and create pathways to stability and economic opportunity.

Community and Location-Based Priorities

The City emphasizes the importance of location, particularly in terms of transit access, areas of opportunity, and geographies vulnerable to displacement. Funding preferences favor projects located in:

- Transit-oriented development zones to reduce transportation barriers for residents and promote sustainable growth.
- High-opportunity neighborhoods with access to quality schools, employment, and services, to improve life outcomes for low-income households.
- Areas identified as at risk of displacement, where affordable housing can stabilize communities and protect existing residents from rising costs.

All sites will be scored using the City's Housing Locational Score tool, found here:

<https://community.charlottenc.gov/pages/housing-locational-tool>

Affordability & Long-Term Impact

All funded developments are required to record long-term deed restrictions to ensure sustained affordability and compliance with source of income protections. The City's commitment to affordability extends to deepening subsidies and exploring creative financing models that allow developers to offer lower AMI units. Additionally, federal, state, and local funds will be allocated strategically to optimize each project's capacity to contribute to the City's overarching housing goals, addressing both immediate housing needs and broader, systemic challenges.

Rental Housing Priorities

The City prioritizes rental developments that target households with the greatest needs. Projects that include deeply affordable units (serving households at or below 60% AMI, with an emphasis on extremely low-income families living at or below 30% AMI) are favored, as they address the most significant gaps in housing affordability.

The City also seeks rental developments that:

- Provide larger unit sizes to accommodate families, particularly with 3- and 4-bedroom units.
- Are in transit-accessible areas or within resource rich neighborhoods to support residents' access to employment, education, and services.
- Offer integrated resident services that enhance stability and opportunity, such as workforce development, healthcare, and financial wellness programs.
- Provide affordable housing options without leveraging the Low-Income Housing Tax Credit program (LIHTC).
- Are part of a larger, transformational development/redevelopment effort.

Supportive Housing Priorities

For projects that provide supportive housing, the City emphasizes development serving populations who face barriers to stable housing, such as individuals experiencing homelessness or those with special needs.

Preferred supportive housing developments:

- Offer comprehensive support services on-site or through partnerships to address residents' specific needs, such as mental health services, addiction recovery, and job training.
- Create mixed-income environments to foster inclusive communities where supportive housing units are integrated within broader developments.
- Are strategically located in areas with easy access to healthcare, social services, and transit to support residents' daily needs.

Resident Services

Beyond housing, the City is investing in the upward mobility and holistic wellness of our residents. Proposals that include a comprehensive, well-integrated resident services plan that goes beyond typical multifamily rental offerings will receive preference. These services should meaningfully support household stability, upward mobility, and quality of life for residents—particularly those with low incomes.

To be considered for this preference, proposals must:

- Describe the scope, frequency, and delivery method of the resident services to be provided.
- Identify the service provider(s) and their qualifications, including any partnerships with nonprofit or community-based organizations.
- Provide evidence of an established relationship with the service provider(s), such as a Memorandum of Understanding (MOU), partnership agreement, or letter of commitment.
- Demonstrate that services are aligned with the needs of the target population (e.g., job training, financial literacy, after-school programs, health and wellness, food access, digital literacy).
- Explain how services will be funded, staffed, and sustained over time.
- Detail how resident feedback will inform service design and improvement.

Preference will be based on the depth, relevance, and sustainability of the proposed services—not simply on the number of offerings.

Capacity Building Partnerships

The City strongly encourages development practices that support industry growth through capacity building and long-term participation. Preference will be given to proposals that demonstrate meaningful partnerships with emerging housing organizations and development companies, small business enterprises (SBE) developers or faith-based organizations (FBO), particularly those focused on expanding technical capabilities, leadership experience, and sustainable development roles.

To be considered for this preference, proposals must:

- Clearly identify the development partner(s) and describe the structure of the partnership.

- Outline the specific roles, responsibilities, and scope of work assigned each partner.
- Demonstrate how the partnership contributes to the growth and capacity of emerging, SBE or FBO partner (e.g., access to financing, co-development experience, ownership stake, mentorship, or technical assistance).
- Provide a signed letter of intent or agreement between all development partners.

Preference will be evaluated based on the depth, intentionality, and equity of the partnership—not solely on participation percentages.

Local Preference Policy

The City is developing a local preference policy intended to strengthen connections between publicly supported affordable housing developments and the communities they serve. As currently envisioned, the policy will provide a structured mechanism for residents on a community-wide affordable housing waiting list to access units within developments supported by the city. While the policy is still being finalized, applicants should anticipate that participation in the local preference framework may be required as a condition of funding, pending compliance approval from the North Carolina Housing Finance Agency (NCHFA). Further guidance and implementation details will be provided once the policy is adopted.

Energy Efficiency Bonus

To encourage sustainable and resilient development, the City will offer a bonus of up to 10% above the requested gap financing amount for projects that demonstrate energy efficiency measures exceeding the requirements of applicable building codes and the standards set by the North Carolina Housing Finance Agency. Eligible enhancements may include, but are not limited to, advanced building envelope improvements, high-efficiency HVAC systems, or on-site renewable energy generation. The additional bonus funds will be excluded from any analyses conducted by the City to evaluate investment efficiency or cost competitiveness across applications. Applicants seeking this bonus must clearly document their proposed energy efficiency strategies within their submission.

This strategic focus allows the City to align funding with projects that best meet community needs, contribute to a resilient housing stock, and support Charlotte's mission of building diverse, inclusive, and sustainable neighborhoods.

6. ELIGIBILITY, EVALUATION, AND UNDERWRITING CRITERIA

6.1 GENERAL

Eligibility

- Comply with all City affordable housing policies, funding source requirements, and program guidelines.
- Provide housing opportunities to households at or below 80% of the Area Median Income.

Developer Qualifications

- Developers must have a demonstrated track record of affordable housing development experience. Submission requirements can be found in Section 9. Developers without such experience are encouraged to partner with a co-developer with such experience.
- Developers with open projects must either be actively under construction or have a valid commitment in place to remain eligible for new applications. Developers with significantly delayed or severely delinquent projects will not be considered for new awards, as the City prioritizes successful and timely project completion to ensure resources are effectively utilized.
- Applicants with previous City-funded projects must be current on Asset Management fees and compliant on all monitoring (i.e., no findings).
- Applicants must have no active code violations.

Project Requirements

- Must primarily serve households earning 80% of the Area Median Income or below.
- Projects must align with the City's housing goals and priorities, as described in the Affordable Housing Funding Policy outlined in Section 3.
- Must commit to long-term affordability periods.
- Must agree to provide a nonprofit or the City with a Right of First Refusal.

Site Control

To be eligible for consideration under this RFP, applicants must demonstrate site control of the property(ies) proposed for acquisition. Acceptable forms of site control include, but are not limited to:

- A recorded deed evidencing ownership;
- A valid, executed purchase and sale agreement;
- An executed option agreement; or
- A long-term lease agreement with a minimum remaining term of 50 years (or another term as defined by program requirements).

Documentation must be current and legally binding at the time of application

submission. Proposals that do not include adequate documentation of site control will be deemed non-responsive and will not be evaluated further.

If the applicant is relying on a purchase agreement or option, the documentation must identify the applicant as the purchaser or option holder and specify the property address and terms. Conditional or non-binding agreements will not be accepted as evidence of site control.

6.2 RENTAL HOUSING CRITERIA

Eligibility Requirements

- Comply with the City's Source of Income Protections Policy.
- Target at least 20% of the total units to households up to 30% of the Area Median Income. Of those units targeted to 30% AMI households, at least 10% of the units must be targeted to households with rental subsidies, including vouchers funded directly or indirectly by the federal government.
- Provide a minimum affordability period of twenty (20) years.
- Developers must cover all City legal closing costs up to \$25,000.
- Developers must pay a compliance monitoring fee of \$50 per unit per year, escalating at 3% annually.
- Rental increases shall be no more than 3% per year. Rent increases above this level must be requested in advance and approved by the city in writing. The City reserves the right to request financial documentation to aid in its decision-making.
- All financing (city loan and all other funding) must be closed within 12 months of award. Up to a 90-day extension can be granted if the developer shows significant progress towards closing.

Evaluation Protocol

The City will consider all proposals that meet or exceed the minimum underwriting and programmatic requirements. In the likely event that there are competing proposals, priority will be given to developments that align with one or more of the following preferences:

- Developments that best achieve and/or advance the City's priorities and preferences, as outlined in Section 3 and Section 5.
- Developers with demonstrated experience and success in developing affordable housing, and a proven track record of effectively managing and executing similar projects.
- Developments with timely yet feasible delivery timelines, as evidenced by the developers track record with similar projects, especially those that have been award City financing.
- Developments willing to accept some or all their award in federal funds (HOME, CDBG, HOPWA).
- Developments that commit to extended affordability periods, ensuring long-term affordability for residents.
- Developments that include larger size units that can house families (3- or 4-bedroom).
- (does not apply to senior-only communities)
- Projects with nonprofit ownership or offering a right of first refusal to a nonprofit or local government beneficiary to promote community-oriented and socially responsible ownership structures.

- Utilization of teamforce housing approaches. Teamforce housing partners with a large employer that becomes an investment partner in the development, as either debt or equity. In exchange for a financial investment, the employer may use a portion of affordable units for eligible employees.

The City will also consider the following factors when ranking projects:

- Non-housing economic mobility investments
- Timeliness of previous and current projects with City investments
- Developer utilization of UDO development bonuses
- Higher CBI participation percentages
- Cost per unit per year

Underwriting Standards

- **Developer's Qualifications:** The developer must demonstrate a proven track record and expertise in multifamily development. Previous successful completion of similar projects is required.
- **Affordable Housing Objectives:** The funding program prioritizes affordable housing goals. The developer's project must align with the city's affordable housing objectives, as outlined in Section 5, including meeting income eligibility requirements and adhering to rent restrictions.
- **Market Demand and Feasibility:** The developer must provide a comprehensive market analysis demonstrating the demand for multifamily housing in the local market (see section 9.3). The project should address the housing needs of the community effectively.
- **Financial Viability:** The developer must demonstrate financial viability and the ability to manage the multifamily project. Financial statements, cash flow projections, and evidence of additional financing or subsidies should be provided if necessary.
- **Equity Contribution:** The developer is required to contribute a specified percentage of their own funds as equity in the project. The equity contribution should be in line with the funding program's guidelines.
- **Sources, Uses and Proforma:** The developer must submit a detailed project cost estimate, including land acquisition, construction expenses, permits, fees, and contingencies. The submittal should accurately detail the full sources and uses of the project and the proforma use city assumptions and show appropriate debt coverage.
 - **Debt Service Coverage:** The City seeks projects with a desirable debt service coverage ratio of at least 1.15 for the term of any debt financing.
 - **Break-Even Occupancy:** The City seeks projects with a desirable break-even occupancy that is lower than 85%.
 - **Other Assumptions:**
 - 7% Vacancy Rate
 - 2% Annual Rent Annual Increase
 - 3% Operating Expense Annual Increase
 - 3% Replacement Reserve Annual Increase
 - \$50 per affordable unit per year Asset Management Fee
 - \$4,000 Operating Expenses per unit per year, not including taxes, reserves, and residential support services (minimum)

- **Developers Fee:** May be loaned to a project to cover a gap. Repayment projections for loans must not negatively impact the operations of the development. If applicable, a resolution from the Board of Directors allowing such a loan to the project must be provided.
 - **10% hard cost contingency**
- **Operating Reserve:** Operating Reserves shall be capitalized in an amount equal to four (4) months of projected debt service and operating expenses, as approved by the City. The reserve must be fully funded at the time of conversion to permanent financing and maintained for a minimum of one (1) full calendar year thereafter. Withdrawals from the Operating Reserve account to cover operating deficits exceeding \$25,000 in aggregate within any three-month period must receive prior written approval from the City. Any withdrawals must be replenished to the original required balance within twelve (12) months, or earlier if required by the City, using available surplus cash flow or other project funds, in accordance with the terms of the City's loan agreement.
- **Replacement Reserve:** Replacement Reserves shall be capitalized and maintained to ensure adequate funding for future capital repairs and major building systems replacements over the term of the affordability period. The annual replacement reserve deposit shall be included in the project's operating budget and must be approved by the City. Unless otherwise approved, the initial minimum funding level shall be:
 - \$350–\$450 per unit per year for substantial rehabilitation projects, depending on building condition.

The reserve shall be capitalized annually and held in a segregated account. Any proposed withdrawals from the Replacement Reserve must be documented with a capital needs justification and receive prior written approval from the City. The City reserves the right to request updated capital needs assessments (CNAs) at any time to inform reserve adequacy. Failure to maintain required contributions or to obtain prior approval for withdrawals may constitute a default under the City's loan agreement.
- *Please note that the City may consider projects submissions outside of the operating and financial risk guidelines as stated above. Consideration however will be given based on the number of affordable and workforce units, income limits served, and the project's ability to meet the City's goals and overall viability of the project.*
- **Construction Timeline:** The developer must provide a realistic construction timeline that ensures timely completion of the project. The ability to manage construction risks and adhere to the schedule is essential.
- **Legal and Regulatory Compliance:** The developer must comply with all relevant local building codes, zoning regulations, and environmental standards. Proof of obtaining necessary permits, licenses, and approvals is required.
- **Project Impact:** The developer must demonstrate how the project will positively impact the community. This may include job creation, neighborhood revitalization, and incorporation of sustainability measures.
- **Affordable Housing Affordability and Tenant Selection:** The developer must adhere to specific guidelines regarding affordable housing affordability levels and tenant selection. Established income verification and tenant eligibility criteria must be strictly followed.

- **Property Management:** Effective property management is crucial for the success of a multi-family project. A qualified property manager should have a proven track record that includes a history of low collection losses, minimal vacancy rates compared to similar projects, adherence to budgetary constraints, implementation of a comprehensive maintenance program, and establishment of clear operating policies and procedures. Furthermore, the property manager should be knowledgeable about the various funding sources for affordable housing development and rental subsidies.
- **Market Analysis and Other External Factors:** The developer shall provide a comprehensive market feasibility analysis, considering the City as the investor. The market analysis should provide detailed information on the location and neighborhood, socio-economic and demographic trends, and competitive landscape. Specifically, the analysis should include the following areas:
 - *Location and Neighborhood Information:* This should include a detailed project description, neighborhood characteristics, proximity to amenities such as shopping centers and schools, and other relevant factors that may impact the marketability of the development.
 - *Socio-Economic and Demographic Development:* This should provide an overview of the economic context of the area, growth trends, and demographic and income characteristics of the target market, including factors such as population growth, employment trends, and income levels that may influence demand for affordable housing.
 - *Competitive Analysis:* This should assess the existing housing stock in the area, including rental and for-sale markets, as well as any proposed developments.

Market data should also include a detailed analysis of affordability, including an assessment of the local market demand for affordable housing and comparable rents. Reliable data and analysis should be provided to support the acquisition decision.

6.3 SUPPORTIVE HOUSING CRITERIA

Eligibility Requirements

- Nonprofit ownership.
- Demonstrates appropriate supportive services based on the target population, including a financial plan for fully supporting the supportive programming.
- Minimum affordability period of twenty (20) years.

Evaluation Protocol

The following factors will be considered:

- **Compliance with Minimum Underwriting Requirements:** Proposals will be evaluated based on their ability to meet or exceed all minimum underwriting requirements established in the RFP. This evaluation ensures that the proposed project is financially viable and capable of fulfilling its intended purpose.

- **Development Experience:** The city will carefully assess the development experience of the proposed organization. This includes evaluating their past successes, relevant expertise, and ability to effectively manage and execute similar projects.
- **Development and Construction Timeline:** The proposed timeline for development and construction will be reviewed and the city will assess the feasibility of the proposed schedule, considering potential risks and the likelihood of timely project completion.
- **Cost:** The proposed cost will be evaluated to determine its reasonableness and alignment with current cost standards. The city aims to ensure that the proposed cost is appropriate for the scope of the project and leverages other funding opportunities to provide a superior value proposition for city residents.
- **Location:** The proposed location of the project will be carefully examined. Factors such as accessibility, proximity to essential services, transportation options, and community resources will be considered. The city seeks locations that promote connectivity and convenience for future residents.
- **Supportive Services Provided:** The proposed supportive services will be evaluated to determine their adequacy in meeting the needs of the target population. The city emphasizes the importance of comprehensive support, including case management, counseling, skills training, employment assistance, healthcare access, and social activities.
- **Population Service:** The extent to which the proposal caters to an underserved target population will be assessed. The city values initiatives that prioritize providing housing solutions for individuals experiencing homelessness, those with mental health issues, survivors of domestic violence, individuals with disabilities, those struggling with substance abuse, and individuals transitioning from the justice system. Underserved populations will be prioritized.
- **Collaboration with Local Grassroots Organizations:** The extent to which the sponsoring organization collaborates with local grassroots organizations will be considered. The City recognizes the value of community partnerships in addressing social challenges effectively and encourages proposals that demonstrate a commitment to collaboration and community engagement.

Underwriting Standards

- Must have a leverage ratio of at least 1:2.
- Rental increases shall be no more than 3% per year. Rent increased above this level must be requested and approved by the city in writing.

7. GENERAL REQUIREMENTS

Developers must adhere to all requirements outlined in this RFP. Proposals must be complete, as incomplete submissions will not be accepted.

Key Points:

- Submit proposals as outlined in the RFP and Submittal Checklist.
- Follow all federal, state, and local regulations for residential housing development.

7.1 REPORTING & MONITORING

Developers must comply with the loan agreement by submitting reports as required. The City will monitor projects to ensure compliance, including:

Required Submissions (Quarterly/Annually):

- Certificates of occupancy (if applicable).
- Payments (as stipulated in the loan agreement).
- Insurance certificate naming the City as insured.
- Notifications of:
 - Governance or management changes.
 - Additional debt or borrowing for any project.
 - Property and casualty insurance changes.
 - Pending legal actions.

Monitoring Activities:

- **Rental Projects:** Asset management reviews to ensure compliance with regulatory requirements, including site visits, financial analyses, and property inspections.

7.2 UNIFIED DEVELOPMENT ORDINANCE – AFFORDABILITY BONUSES

The City encourages affordable housing through incentives outlined in the Unified Development Ordinance (UDO). Bonuses include:

- **Voluntary Mixed-Income Residential Development:** Increase development intensity by including affordable housing units.
- **Height Bonuses & Open Space Reduction:** Earn additional building height or reduce open space requirements by providing affordable housing (see UDO Table 16-1).
- **Affordable Housing-Specific Bonuses:** Meet criteria such as affordability period and income limits for additional allowances (see UDO Section 16.4).

More Information: [Charlotte UDO](#)

7.3 CHARLOTTE BUSINESS INCLUSION (CBI)

The Charlotte Business INClusion program (CBI) aims to foster diversity, inclusion, and local business opportunities within the City's contracting and procurement process, specifically for Minority-owned and Women-owned Business Enterprises (MWBs) within the State of North Carolina and York County, South Carolina and Small Business Enterprises (MWSBs) based in the Charlotte Combined Statistical Area (CSA).

The City of Charlotte is dedicated to promoting extensive participation by certified and registered MWSBs in City-funded contracts, whether as Prime contractors or Subcontractors. To ensure that MWSB participation contributes towards meeting the established goal, MWSBs must fulfill the certification and geographic requirements outlined in the CBI Policy and CBI Manual. The CBI goal matrix is structured as follows:

| HTF Award Amount | Minimum Goal |
|-------------------------------------|--------------|
| Under \$1,000,000 | 9 Percent |
| Between \$1,000,001 and \$2,000,000 | 11 Percent |
| \$2,000,000 and above | 13 Percent |

More information about the Charlotte Business Inclusion program including definitions and compliance requirements can be found here: [Charlotte Business INClusion](#).

7.4 COMMUNITY ENGAGEMENT

Developers must inform the district City Council representative for the proposed development purchase and proposals must include an Outreach and Marketing Plan. Applicants shall provide evidence of council notification and include the plan in their proposal submittal.

7.5 ADDITIONAL INFORMATION

Additional information about city solicitation processes is found in this section and Appendix C: Legal.

Proposal Accuracy

Developers are responsible for verifying all information in the RFP. Errors should be reported in writing.

City's Rights and Options

The City reserves the right to:

- Amend, cancel, or clarify the RFP.
- Investigate qualifications.
- Accept, reject, or negotiate proposals.

Costs of Submittal

The City is not liable for proposal preparation costs.

Proposal Conditions

The following terms are applicable to this RFP and the respondent's proposal:

- Proposals are firm offers for 120 days.
- Trade secrets and PII must be clearly marked and submitted separately.
- Entire proposals cannot be designated as trade secrets.

Developer Questions and Inquiries

Direct inquiries to:

Michael Englehart
Housing & Neighborhood Services
600 East Trade Street
Charlotte, NC 28202
Phone: 980-297-1732
michael.inglehart@charlottenc.gov

Agreements

The City reserves the right to accept or reject offers made in proposals.

8.SUBMISSION INSTRUCTIONS & DOCUMENTATION

Using the checklist in Section 9, submit the documentation required per the project type. Requirements are listed as “R” in the checklist document. Documents listed a “C” are conditional, refer to the checklist for submittal requirements. Items listed at “O” are optional documents and may be submitted if desired but are not required. Submit completed applications at <https://charlottenc.seamlessdocs.com/f/housingsubmission>.

- **Developer Application** – This is a city provided Excel document. The developer will complete the Excel form following the instructions found within the document, and submit as: *Application.pdf*

In addition to this document, the following section detail additional submittal requirements. Please see the submittal checklist as to what documents are required, optional or conditional. For all documents requested, please include them in pdf format unless otherwise stated.

- **Developer References:** Please submit at least three references from parties familiar with your development experience, with preference for references from state or local governmental funding partners.
- **Appraisal:** The appraisal for the proposed project must be conducted by a licensed commercial real estate appraiser in North Carolina. It should be dated within one year of the application submittal date and clearly state the purpose and function of the appraisal. The appraisal should identify the specific parcels being appraised, outline the assumptions made and the definition of market value used, describe the valuation approach(es) employed, specify the property rights being appraised, provide a detailed site description along with any existing improvements, list any limitations, and include the qualifications of the appraiser.
- **Project Budget:** The project budget should detail the full project cost including acquisition costs, relocation costs, site improvements, vertical construction costs, all soft costs, developers fee, and contingencies. Costs must be provided per eligible unit and costs per square foot (include documentation in the form of construction contract or source of the cost estimates). Detail all developer fees and equity shares. If the project includes acquisition, provide evidence that acquisition cost is not more than seventy (70%) of the total replacement costs.
- **Evidence of Site Control:** Site control can be evidenced by a signed option to purchase, fully executed purchase and sale agreement, deed or a lease that exceeds the proposed period of affordability.

9.SUBMISSION CHECKLIST

| Documentation | NOAH |
|---|------|
| R = Required, C = Conditional, O = Optional | |
| Affordable Housing Funding Application (provided Excel sheet) | R |
| Applicant | |
| References <i>Attachment 1 – developer references.pdf</i> | R |
| Articles of Incorporation and Current Bylaws <i>Attachment 2 – articles.pdf</i> | R |
| IRS 501c3 Determination Letter (if non-profit) <i>Attachment 3 – 501c3.pdf</i> | C |
| Board of Directors Contact Information Including addresses & phone numbers. <i>Attachment 4 – board of directors.pdf</i> | R |
| Organizational Chart <i>Attachment 5 – org chart.pdf</i> | R |
| Certificate of Good Standing From NC Sec. of State or State where incorporated. <i>Attachment 6 – cert of good standing.pdf</i> | R |
| Financial Statements | |
| Financial Statements Current year financial statement and prev. two years financial statements <i>Attachment 7 – financial statements.pdf</i> | R |
| Audit Most recent independent audit and auditor's management letter <i>Attachment 8 – audit.pdf</i> | R |
| Form 990 Current & prior year if applicable (nonprofit only) <i>Attachment 9 – 990.pdf</i> | C |
| Tax Certification Verification that all state and federal taxes are current (including IRS withholdings; nonprofits exempt) <i>Attachment 10 – tax cert.pdf</i> | C |
| Funding & Services Commitments | |
| Funding Commitments Verification of any committed and/or anticipated funding for the project (e.g., approval letters, letters of intent, feasibility letters) <i>Attachment 11 – funding commitments.pdf</i> | R |
| Services Commitments Verification of any committed and/or anticipated resident services (if provided) <i>Attachment 12 – services commitments.pdf</i> | C |
| Project Specific | |
| Capital Needs Assessment <i>Attachment 13 – CNA.pdf</i> | R |

| | |
|--|---|
| Commercial Appraisal <i>Attachment 14 – appraisal.pdf</i> | R |
| Market Study <i>Attachment 15 – market study.pdf</i> | R |
| Screenshot of Locational Site Score <i>Attachment 16 – site score.pdf</i> | R |
| Tax Card (All Parcels) <i>Attachment 17 – tax card.pdf</i> | R |
| Relocation Plan <i>Attachment 18 – relocation plan.pdf</i> | C |
| Project Budget Detailed project budget. <i>Attachment 19 – budget.pdf</i> | R |
| Evidence of Site Control <i>Attachment 20 – site control.pdf</i> | R |
| Tenant Selection Plan <i>Attachment 21 – tenant selection plan.pdf</i> | R |
| Property Management | |
| Property Management Overview Provide a list of up to five properties currently managed. List any properties that have been in default in the last ten years. <i>Attachment 22 – property management.pdf</i> | R |
| Property Management Plan <i>Attachment 23 – pm plan.pdf</i> | R |
| Other | |
| Charlotte Business Inclusion / MWSBE <i>Attachment 24 – cbi.pdf</i> | R |
| Addenda Receipt Confirmation Form <i>Attachment 25 – addenda receipt.pdf</i> | C |
| Other documentation as appropriate | O |

10. FORM 1: ADDENDA RECEIPT CONFIRMATION

Please acknowledge receipt of all addenda by including this form with your Proposal. All addenda will be posted at <https://www.charlottenc.gov/Streets-and-Neighborhoods/Housing/Resources-for-Developers-and-Contractors/Request-for-Proposals>

| Addendum # | Date Downloaded |
|------------|-----------------|
| | |
| | |
| | |
| | |

I certify that this proposal complies with the specifications and conditions issued by the City except as clearly marked in the attached copy.

Print Name

Date

Authorized Signature

Title

Company Name

11. FORM 2: CHARLOTTE BUSINESS INCLUSION / MWSBE

The City maintains a strong commitment to the inclusion of MWSBEs in the City's contracting and procurement process when there are viable subcontracting opportunities.

Companies must submit this form with their proposal outlining any supplies and/or services to be provided by each City-certified Small Business Enterprise (SBE), and/or City-registered Minority-owned Business Enterprise (MBE) and Woman-owned Business Enterprise (WBE) for the Contract. If the Company is a City-registered MWSBE, note that on this form.

The City recommends you exhaust all efforts when identifying potential MWSBEs to participate on this RFP.

| | |
|---------------|--|
| Company Name: | |
|---------------|--|

Please indicate if your company is any of the following:

☐ MBE ☐ WBE ☐ SBE ☐ None of the above

If your company has been certified with any of the agencies affiliated with the designations above, indicate which agency, the effective and expiration date of that certification below:

Agency Certifying: _____

Effective Date: _____

Expiration Date: _____

Identify outreach efforts that were employed by the firm to maximize inclusion of MWSBEs to be submitted with the firm's proposal (attach additional sheets if needed):

Identify outreach efforts that will be employed by the firm to maximize inclusion during the contract period of the Project (attached additional sheets if needed):

[Form continues on next page]

List below all MWSBEs that you intend to subcontract to while performing the Services:

| Subcontractor Name | Description of work or materials | Indicate "M," "S," and/or "W" | City Vendor # |
|--------------------|----------------------------------|-------------------------------|---------------|
| | | | |
| | | | |
| | | | |
| | | | |

| | |
|--------------------------------|---|
| Total MBE Utilization | % |
| Total WBE Utilization | % |
| Total SBE Utilization | % |
| Total MWSBE Utilization | % |

Representative Signature: _____

Date

Representative Name

Estimated Total Contract Value

12. APPENDIX C: LEGAL

It is imperative to carefully review and adhere to all requested items contained in the Request for Proposals ("RFP") packet. Development Teams are required to submit proposals in strict accordance with the requirements outlined in the RFP documents. The entire set of documents enclosed in the RFP packet constitutes the RFP, and the Developer must ensure that all necessary information is submitted for proper analysis. The city will only consider complete proposal packets for review, and incomplete packets will not be accepted.

Each Developer shall fully comply with all federal, state, and local ordinances and statutes governing residential housing development.

Request for Proposals will be accepted only in accordance with the instructions provided in this request and documents in the submittal checklist. Developers are solely responsible for the timely and accurate submission of their Proposals.

RFP Not an Offer

This RFP does not constitute an offer by the city. No binding contract, obligation to negotiate, or any other obligation shall be created on the part of the city unless the city and the respondent execute a Contract. No recommendations or conclusions from this RFP process concerning the Respondent shall constitute a right (property or otherwise) under the Constitution of the United States or under the Constitution, case law, or statutory law of North Carolina.

Trade Secrets and Personal Identification Information

Definition

Upon receipt by Housing & Neighborhood Services, all materials submitted by a respondent (including the Proposal) are considered public records except for (1) material that qualifies as "trade secret" information under N.C. Gen. Stat. § 66-152 et seq. ("Trade Secrets") or (2) "personally identifiable information" protected by state or federal law, to include, but not be limited to, Social Security numbers, bank account numbers, and driver's license numbers ("Personally Identifiable Information" or "PII").

Instructions for Marking and Identifying Trade Secrets

If any Proposal contains Trade Secrets or PII, such Trade Secrets and PII must specifically and clearly be identified in accordance with this section by clearly separating them from the rest of the Proposal. For hard copy documents, it must be submitted in a separate, sealed envelope, marked either "Personally Identifiable Information – Confidential" or "Trade Secret—Confidential and Proprietary Information." For electronic submissions it must also be submitted on a separate flash drive. In both hard copy or electronic format, the confidentiality caption stated above must appear on each page of the Trade Secret or PII materials.

Availability of Proposals to City Staff and Contractors

By submitting a Proposal, each Respondent agrees that the City may reveal any Trade Secret materials and PII contained therein to all City staff and City officials involved in the selection process, and to any outside consultant or other third parties who serve on the Evaluation Committee or who are hired or appointed by the City to assist in the evaluation process.

Availability of Proposals via Public Records Requests

Any person or entity (including competitors) may request Proposals submitted in response to an RFP. Only those portions of RFPs properly designated as Trade Secret or PII are not subject to

disclosure. The public disclosure of the contents of a Proposal or other materials submitted by a Respondent is governed by N.C. Gen. Stat. §§ 132 and 66-152, et seq.

When determining whether to mark materials as Trade Secret, please note the following:

- Entire Proposals may not be marked as Trade Secret
- Pricing may not be marked as Trade Secret

The City may disqualify and Respondent that designates its entire Proposal as a trade secret, or any portion thereof that clearly does not qualify under applicable law as a Trade Secret or PII. Each Respondent agrees to indemnify, defend, and hold harmless the City and each of its officers, employees, and agents from all costs, damages, and expenses incurred in connection with refusing to disclose any material that the Respondent has designated as a Trade Secret or PII. This includes an obligation on the part of the Respondent to defend any litigation brought by a party that has requested Proposals or other information that the Respondent has marked Trade Secret or PII.

Amendments to RFP

If the city amends this RFP, addenda will be posted to the IPS website at www.ips.state.nc.us and the city's HNS RFP Site. Companies are required to acknowledge receipt of each addendum by including the Addenda Receipt Confirmation Form (Form 1) with their Proposals.

Proposal Terms Firm and Irreversible

The signed Proposal shall be considered a firm offer on the part of the Respondent. The City reserves the right to negotiate price and other terms. All Proposal elements (including all statements, claims, declarations, prices, and specifications) shall be considered firm and irrevocable for purposes of future Contract negotiations unless specifically waived in writing by the City. The Respondent chosen for award should be prepared to have its Proposal and any relevant correspondence incorporated into the Contract, either in part or in its entirety, at the City's election.

Proposal Binding for 120 Days

Section 6, Form 3 contains a statement to the effect that the Proposal is a firm offer for one-hundred- twenty (120) calendar day period from the date of the opening. This statement must be signed by an individual authorized to bind the Respondent. All prices quoted shall be firm and fixed for the full Contract period. The City shall have the option to accept subject to exception by Contract.

Charlotte Business INclusion Program

Pursuant to Charlotte City Council's adoption of the Charlotte Business INclusion (CBI) Policy, the CBI program promotes diversity, inclusion, and local business opportunities in the City's contracting and procurement process for Minority-owned, Woman-owned, and Small Business Enterprises (MWSBEs) with a significant business presence in the Charlotte Combined Statistical Area. The CBI Policy is posted at www.charlottebusinessinclusion.com.

The City is committed to promoting opportunities for maximum participation of certified MWSBEs on City-funded contracts at both the prime and subcontract level. For MWSBE participation to count towards a Subcontracting Goal, MWSBEs must meet both the certification and geographic requirements as detailed throughout this solicitation and in the CBI Policy.

The City intends to negotiate utilization of MWSBE(s). The Respondent is required to submit Form 2 attached herein. Failure to submit this form with the Proposal shall render the Proposal non-responsive.

Equal Opportunity

The City has an equal opportunity purchasing policy. The City seeks to ensure that all segments of the business community have access to supplying the goods and services needed by City programs. The City provides equal opportunity for all businesses and does not discriminate against any Companies regardless of race, color, religion, age, sex, and national origin or disability.

Advertising

No advertising, sales promotion, or other materials of the Respondent or its agents or representatives may identify or reference the City in any manner absent the prior written consent of the City.

Withdrawal for Modification of Proposals

Companies may change or withdraw a previously-submitted Proposal at any time prior to the Proposal due date. Only formal written requests addressed in the same manner as the Proposal and received by the City prior to the Proposal due date will be accepted. The request must be in a sealed envelope that is plainly marked "**Modifications to Proposal.**" No oral modifications will be allowed. If the Respondent complies with this Section, after the Proposal due date, the Proposal, will be withdrawn or corrected in accordance with the written request(s).

No Bribery

In submitting a response to this RFP, each Respondent certifies that neither it, any of its affiliates or subcontractors, nor any employees of any of the foregoing has bribed, or attempted to bribe, an officer or employee of the City in connection with the Contract.

Exceptions to the RFP

Other than exceptions that are stated in compliance with this Section and Section 4.2.4.5, each Proposal shall be deemed to agree to comply with all terms, conditions, specifications, and requirements of this RFP. All exceptions taken must be identified and explained in writing in your Proposal and must specifically reference the relevant section(s) of this RFP. If the Respondent provides an alternate solution when taking an exception to a requirement, the benefits of this alternative solution and impact, if any, on any part of the remainder of the Respondent's solution, must be described in detail.