



**BATTLE CREEK HOUSING COMMISSION**

**REQUEST FOR QUALIFICATIONS**  
FOR  
**CO-DEVELOPER SERVICES**

RAD Portfolio Rehabilitation  
320 Units Across Four Developments

**RFQ Issue Date: January 2, 2026**  
**Submission Deadline: February 14, 2026 at 2:00 PM EST**

Battle Creek Housing Commission  
Attention: Lee Talmage, Executive Director  
250 Champion Street  
Battle Creek, Michigan 49037  
Email: [lee@battlecreekhousing.org](mailto:lee@battlecreekhousing.org)  
[www.battlecreekhousing.org](http://www.battlecreekhousing.org)

# TABLE OF CONTENTS

SECTION 1: INTRODUCTION AND PURPOSE	3
SECTION 2: BACKGROUND AND CONTEXT	4
SECTION 3: PORTFOLIO OVERVIEW	6
SECTION 4: WHY BATTLE CREEK	8
SECTION 5: SCOPE OF SERVICES	12
SECTION 6: DEVELOPMENT OBJECTIVES	14
SECTION 7: FINANCING STRATEGY	16
SECTION 8: SUBMISSION REQUIREMENTS	18
SECTION 9: EVALUATION CRITERIA	22
SECTION 10: SELECTION PROCESS AND TIMELINE	24
SECTION 11: TERMS AND CONDITIONS	25
SECTION 12: REQUIRED FORMS AND CERTIFICATIONS	28

## ATTACHMENTS

- Attachment A: Submission Checklist
- Attachment B: HUD Form 5369-B, Instructions to Offerors
- Attachment C: HUD Form 5369-C, Certifications and Representations
- Attachment D: Property Location Information
- Attachment E: Sample Master Development Agreement (MDA) Terms

## SECTION 1: INTRODUCTION AND PURPOSE

### 1.1 Purpose of This Solicitation

The Battle Creek Housing Commission ("BCHC" or the "Commission") is seeking qualifications from experienced affordable housing developers to serve as Co-Developer for the comprehensive rehabilitation of its entire formerly public housing portfolio. This portfolio consists of 320 units across four developments that have completed conversion under HUD's Rental Assistance Demonstration (RAD) program, effective July 1, 2025.

BCHC seeks a development partner who will work collaboratively with the Commission throughout the predevelopment, financing, construction, and lease-up phases. The selected Co-Developer will bring Low-Income Housing Tax Credit (LIHTC) experience, investor relationships, and development capacity while BCHC retains meaningful participation in the General Partner structure and builds long-term organizational capacity.

### 1.2 Partnership Structure

This is a Co-Developer opportunity, not a fee-for-service or developer-led transaction. BCHC intends to:

- Maintain an ownership interest in each project's General Partner entity
- Share in developer fees on a negotiated basis
- Participate actively in development decisions
- Build internal LIHTC development capacity through the partnership
- Retain land ownership through ground lease arrangements

### 1.3 Issuing Office and Contact Information

This RFQ is issued by the Battle Creek Housing Commission. All communications regarding this solicitation should be directed to:

**Battle Creek Housing Commission**  
Attention: Lee Talmage, Executive Director  
250 Champion Street  
Battle Creek, Michigan 49037  
Email: [lee@battlecreekhousing.org](mailto:lee@battlecreekhousing.org)  
(Office located on ground floor of Kellogg Manor)

## SECTION 2: BACKGROUND AND CONTEXT

### 2.1 About the Battle Creek Housing Commission

The Battle Creek Housing Commission is a public housing authority serving the City of Battle Creek and Calhoun County, Michigan. Established in 1960, BCHC currently serves 1,139 households, with 71% of assisted households earning at or below 30% of Area Median Income (extremely low-income).

BCHC administers both RAD PBV and Housing Choice Voucher programs, making it a comprehensive housing resource for the community. The Commission is governed by a Board of Commissioners and is committed to preserving and improving affordable housing options for Battle Creek residents.

### 2.2 RAD Conversion Status

BCHC completed the conversion of its entire public housing portfolio under HUD's Rental Assistance Demonstration (RAD) program effective July 1, 2025. All 320 units across four developments have been converted to Project-Based Voucher (PBV) assistance under long-term Housing Assistance Payment (HAP) contracts.

Key RAD conversion details:

- Conversion Type: Public Housing to Project-Based Vouchers (PBV)
- Effective Date: July 1, 2025
- HAP Contract Term: 20 years with renewal options
- Use Restriction: Affordability maintained for life of property
- Resident Protections: Right to return, phase-in rent increases, choice mobility

### 2.3 Current Portfolio Condition

BCHC's portfolio ranges in age from approximately 55 to almost 100 years old. While the properties are currently occupied at 90-94% occupancy, significant capital improvements are needed to ensure long-term viability, resident comfort, and compliance with modern building standards.

Capital Needs Assessments (CNAs) have not yet been completed for the portfolio. A key responsibility of the selected Co-Developer will be to guide BCHC through the CNA process and help determine appropriate scopes of work and rehabilitation budgets for each property.

### 2.4 Strategic Objectives

Through this redevelopment initiative, BCHC seeks to:

1. Preserve all 320 affordable units through comprehensive rehabilitation
2. Modernize aging infrastructure and building systems
3. Improve energy efficiency and sustainability
4. Enhance resident quality of life with modern amenities
5. Address ADA accessibility requirements
6. Build BCHC's internal development capacity
7. Leverage RAD conversion to access private capital

## SECTION 3: PORTFOLIO OVERVIEW

### 3.1 Portfolio Summary

The BCHC portfolio consists of 320 units across four distinct developments:

Property	Units	Type	Year Built	Occupancy
Cherry Hill Manor	150	Senior (50+)	1970	94%
Kellogg Manor	70	Senior & disabled	1926	90%
Parkway Manor	84	Family	1966	92%
Northside Homes	16	Family	1960 (acquired)	94%
<b>TOTAL</b>	<b>320</b>			

### 3.2 Property Details

#### Cherry Hill Manor

- Address: 10 Clay Street, Battle Creek, MI 49017
- Units: 150 one-bedroom apartments
- Population: Senior housing (age 50+)
- Year Built: 1970 (approximately 55 years old)
- Current Occupancy: 94%
- Notes: BCHC's largest property; significant opportunity for energy efficiency improvements and modern amenity upgrades

#### Kellogg Manor

- Address: 250 Champion Street, Battle Creek, MI 49017
- Units: 70 efficiency and one-bedroom apartments
- Population: Senior & disabled
- Year Built: 1926
- Current Occupancy: 90%
- **Historic Status: State or local historic designation (not National Register)**
- Notes: Historic character must be preserved; potential for Historic Tax Credit stacking; requires specialized rehabilitation approach
- **Additional Note: BCHC administrative offices are located on the ground floor of this building**

#### Parkway Manor

- Address: 380 Truth Drive, Battle Creek, MI 49037
- Units: 84 townhome-style units (1, 2, 3, and 4-bedroom mix)
- Population: Family housing
- Year Built: Late 1966
- Current Occupancy: 92%
- Notes: Largest family property

#### Northside Homes

- Address: Various addresses, Washington Heights neighborhood
- Units: 16 scattered-site single-family homes (2 and 3-bedroom)
- Population: Family housing
- Year Acquired: 1960
- Current Occupancy: 94%
- Notes: Scattered-site configuration requires different management and rehabilitation approach; provides neighborhood integration for families

### **3.3 Land Ownership**

BCHC owns all land underlying the portfolio free and clear with no existing debt. The Commission intends to retain land ownership through ground lease arrangements with the LIHTC partnerships formed for each development phase.

## SECTION 4: WHY BATTLE CREEK

Battle Creek offers a compelling investment environment characterized by economic diversity, major employer presence, strategic location, and strong community investment. The city has received multiple awards for innovative development financing and public-private partnerships, demonstrating a track record of successful project execution.

### 4.1 Major Employers and Economic Anchors

Battle Creek benefits from a diverse employment base with over 18,650 jobs at major employers:

- **DENSO Manufacturing Michigan (2,500 employees)** - Automotive parts manufacturer; largest private employer in the region
- **WK Kellogg Co / Kellanova (2,000 employees)** - Cereal manufacturing; North American headquarters
- **FireKeepers Casino Hotel (1,730 employees)** - \$443 million annual economic impact
- **VA Medical Center (1,670 employees)** - Federal healthcare anchor
- **Hart-Dole-Inouye Federal Center (1,500 employees)** - Defense Logistics Agency operations
- **Bronson Battle Creek Hospital (1,360 employees)** - Part of 9,000-employee regional health system
- **Fort Custer Industrial Park** - 85+ companies, 13,000 employees, 26 international firms

### 4.2 Recent Investment and Development Activity

Battle Creek has attracted over \$293 million in major investments since 2018:

- **\$90 Million DoubleTree by Hilton** - Opened October 2024; won Hilton Americas Development Award
- **\$32 Million Milton Redevelopment** - 85 apartments; Governor's Award for Historic Preservation (2022)
- **\$44 Million WK Kellogg Co Expansion** - December 2023; 170 retained + 43 new jobs
- **\$160 Million I-94 Corridor Project** - 2023-2025 infrastructure investment
- **BCU 2030 Strategic Plan** - Targets \$750 million in capital investment

### 4.3 Healthcare Infrastructure

- **Bronson Battle Creek Hospital** - Healthgrades 2024 Surgical Care Excellence Award (top 10% nationally); \$147 million annual community benefits
- **\$36.7 Million Bronson Behavioral Health Hospital** - Opened July 2023; 96 inpatient beds
- **Grace Health FQHC** - 300+ staff; comprehensive primary care services
- **Summit Pointe** - Community Mental Health Authority serving Calhoun County

### 4.4 Education and Workforce Development

- **Kellogg Community College** - 8,400 students; Regional Manufacturing Technology Center
- **iACT Initiative** - \$3 million W.K. Kellogg Foundation grant; free job training with up to \$1,500 cash incentives
- **WMU College of Aviation** - 135,000+ sq ft; largest aviation program at a public university
- **Bearcat Advantage Scholarship** - Up to 100% college tuition for eligible Battle Creek Public Schools graduates

- **Calhoun Area Career Center** - 20 CTE programs; 42,000+ students trained over 50 years

#### 4.5 Transportation Access

- **I-94 Direct Access** - Kalamazoo 25 minutes; Detroit 2 hours; Chicago 2.5 hours
- **Amtrak Service** - 8 daily trains on Wolverine and Blue Water routes
- **Kalamazoo/Battle Creek International Airport** - 15-20 miles; American and Delta service
- **Battle Creek Executive Airport** - 10,004-ft runway; U.S. Customs; Duncan Aviation facility
- **Battle Creek Transit** - 8 fixed routes, 500 stops, paratransit, BCGo on-demand service

#### 4.6 Housing Market Conditions

Battle Creek demonstrates strong affordable housing demand indicators:

Indicator	Data
Population (City / Metro)	52,392 / 133,785
Median Household Income (City)	\$51,699
Poverty Rate	18% (vs 12.4% national)
Households Earning <\$25,000	28%
2025 HUD AMI (4-person) - 30%	\$32,150
2025 HUD AMI (4-person) - 50%	\$40,950
2025 HUD AMI (4-person) - 80%	\$65,500
Median Rent	\$941-\$989/month (39% below national)
BCHC Section 8 Waitlist Status	CLOSED (reopening April 2026)
BCHC Households at ≤30% AMI	71% of 1,139 households served

#### 4.7 Opportunity Zone and Tax Incentive Overlay

Battle Creek includes four designated Qualified Opportunity Zones in Calhoun County with an \$81 million project pipeline. These zones may allow stacking of LIHTC with Opportunity Zone capital gains deferrals, New Markets Tax Credits, and Historic Tax Credits where applicable.

#### 4.8 Recent LIHTC Activity

Recent LIHTC awards demonstrate MSHDA's support for affordable housing in Battle Creek:

- **2024 - Blue Light:** \$1.65M credits, 96 units (48 affordable + 48 market rate) by Edison Community Partners
- **2025 - Northern Pines:** \$1.65M credits, 55 1BR units (30-60% AMI), 46 units with PBV, 28 PSH units, \$17M development - BCHC partnered with UPHoldings

#### 4.9 Awards and Recognition

- IEDC Gold Award (2022) - Innovative Project Financing
- IEDC Silver Award (2022) - Public-Private Partnerships
- Hilton Americas Development Award (2024)
- Governor's Award for Historic Preservation (2022)
- Certified Redevelopment Ready Community (since 2017)
- 2024 eCities Honored Community

#### 4.10 Cost of Living Advantage

Battle Creek offers a 17-22% lower cost of living compared to national averages, with housing costs 41% below national benchmarks. This affordability, combined with strong



employment options and quality amenities, makes Battle Creek an attractive location for workforce housing investment.

## **SECTION 5: SCOPE OF SERVICES**

### **5.1 Overview**

The selected Co-Developer will work in partnership with BCHC throughout all phases of the portfolio rehabilitation, from predevelopment through construction completion and stabilization. BCHC seeks a partner who will guide the Commission through its first LIHTC transaction(s) while building BCHC's internal capacity for future development.

### **5.2 Predevelopment Phase**

1. Guide BCHC through procurement and management of Capital Needs Assessments (CNAs) for all properties
2. Develop rehabilitation scope of work and preliminary budgets based on CNA findings
3. Evaluate and recommend phasing strategy across the four developments
4. Coordinate environmental reviews and clearances
5. Conduct market studies and appraisals as required
6. Lead community engagement and resident communication
7. Coordinate historic preservation review for Kellogg Manor

### **5.3 Financing Phase**

1. Develop comprehensive financing strategy utilizing 4% and/or 9% LIHTC
2. Prepare and submit MSHDA LIHTC applications
3. Identify and secure soft funding sources (FHLB AHP, HOME, local funds, etc.)
4. Negotiate with LIHTC equity investors
5. Secure construction and permanent debt financing
6. Coordinate RAD financing plan with HUD
7. Evaluate Historic Tax Credit potential for Kellogg Manor

### **5.4 Design and Preconstruction Phase**

1. Lead architect and design team selection and management
2. Ensure designs meet MSHDA, RAD, and accessibility requirements
3. Coordinate historic preservation compliance for Kellogg Manor
4. Manage permitting and regulatory approvals
5. Lead general contractor selection and procurement
6. Negotiate construction contract terms

### **5.5 Construction Phase**

1. Oversee construction and coordinate with general contractor
2. Manage construction draw process and lender/investor reporting
3. Monitor budget, schedule, and quality
4. Coordinate relocation of residents as needed
5. Ensure Section 3 and MBE/WBE compliance
6. Manage change orders and construction issues

### **5.6 Closing and Stabilization**

1. Coordinate financial closing and funding
2. Manage lease-up and resident return
3. Ensure compliance with LIHTC occupancy requirements
4. Complete cost certification and final investor reporting
5. Transition to permanent property management and asset management

## SECTION 6: DEVELOPMENT OBJECTIVES

### 6.1 Unit Preservation

BCHC is committed to one-for-one replacement of all 320 affordable units. The portfolio will remain 100% affordable with no conversion to market-rate units. All units must maintain RAD/PBV assistance.

### 6.2 Physical Improvements

Priority improvements identified by BCHC include:

- **Air Conditioning:** Installation of air conditioning in all units (primary improvement priority)
- **ADA Compliance:** Address accessibility requirements across all properties
- **Building Systems:** Modernize mechanical, electrical, and plumbing systems
- **Energy Efficiency:** Improve insulation, windows, and HVAC for reduced operating costs
- **Unit Interiors:** Update kitchens, bathrooms, flooring, and fixtures
- **Common Areas:** Renovate lobbies, community rooms, and amenity spaces
- **Site Improvements:** Parking, landscaping, lighting, and security

Final scope of work will be determined through the CNA process led by the selected Co-Developer.

### 6.3 Historic Preservation (Kellogg Manor)

Kellogg Manor holds state or local historic designation and requires sensitive rehabilitation that preserves its historic character. The selected Co-Developer should have experience with historic rehabilitation and will be expected to:

- Coordinate with the State Historic Preservation Office (SHPO)
- Evaluate Historic Tax Credit eligibility and potential
- Ensure rehabilitation plans comply with Secretary of Interior Standards
- Balance modernization needs with historic character preservation

### 6.4 Resident Protection

BCHC is committed to minimizing disruption to current residents:

- **Right to Return:** All residents in good standing will have the right to return to their rehabilitated units
- **Relocation Assistance:** Vouchers available for temporary relocation during construction
- **Phasing Strategy:** Rehabilitation should be phased to minimize displacement
- **Communication:** Clear, ongoing communication with residents throughout the process
- **RAD Protections:** All RAD resident protections will be honored

### 6.5 Compliance Requirements

#### Section 3 Requirements

Projects must comply with HUD Section 3 requirements:

- 25% of total labor hours by Section 3 workers
- 5% of total labor hours by Targeted Section 3 workers
- Good faith efforts to provide employment and contracting opportunities to low-income residents

**MBE/WBE Participation**

BCHC expects meaningful participation by Minority Business Enterprises (MBE) and Women Business Enterprises (WBE). State funding sources may require up to 30% MWBE participation.

**Prevailing Wage**

Michigan prevailing wage requirements will apply. The selected Co-Developer should have experience with prevailing wage compliance and monitoring.

## SECTION 7: FINANCING STRATEGY

### 7.1 Primary Financing Approach

BCHC anticipates utilizing 4% Low-Income Housing Tax Credits (LIHTC) with tax-exempt bond financing as the primary financing vehicle for this portfolio rehabilitation. However, BCHC is open to all viable financing approaches and expects the selected Co-Developer to recommend the optimal strategy based on project specifics and market conditions.

### 7.2 Potential Financing Sources

The Co-Developer should evaluate and pursue the following potential funding sources as appropriate:

#### Tax Credit Equity

- 4% LIHTC with tax-exempt bonds (primary approach)
- 9% LIHTC (if competitive application is advantageous for specific properties)
- Historic Tax Credits (Kellogg Manor)

#### Debt Financing

- Tax-exempt bond financing
- MSHDA loan products
- Conventional construction and permanent loans
- FHA-insured financing

#### Soft Funding Sources

- Federal Home Loan Bank Affordable Housing Program (FHLB AHP)
- HOME Investment Partnerships
- MSHDA gap financing
- Local government contributions
- Philanthropic sources (W.K. Kellogg Foundation and others)
- Opportunity Zone capital (where applicable)

#### Project-Based Revenue

- RAD/Project-Based Voucher rental income
- Deferred developer fee
- BCHC land contribution via ground lease

### 7.3 MSHDA QAP Compliance

All LIHTC applications must comply with the Michigan State Housing Development Authority (MSHDA) Qualified Allocation Plan (QAP). The selected Co-Developer must demonstrate recent Michigan LIHTC experience and familiarity with current MSHDA requirements.

**Note:** MSHDA's QAP requires that developers seeking 9% LIHTC have successfully completed a 9% LIHTC project in Michigan within the past five years. Respondents should address their eligibility under current MSHDA requirements.

### 7.4 Current Portfolio Financial Status

- **Existing Debt:** None - all properties are owned free and clear
- **Land Ownership:** BCHC will retain ownership via ground lease
- **Capital Needs Assessment:** Not yet completed - to be led by selected Co-Developer
- **Estimated Budget:** To be determined through CNA process

## 7.5 HUD Fair Market Rents (2026)

Current HUD Fair Market Rents for the Battle Creek area:

Unit Size	FMR
Efficiency/Studio	\$833
1 Bedroom	\$976
2 Bedroom	\$1,176
3 Bedroom	\$1,410

## SECTION 8: SUBMISSION REQUIREMENTS

### 8.1 General Instructions

Respondents must submit a complete response addressing all requirements outlined in this section. Submissions should be clear, concise, and organized following the format specified below.

### 8.2 Submission Format

- **Electronic Submission:** One (1) PDF file via email to lee@battlecreekhousing.org
- **Hard Copy:** Three (3) bound copies and one (1) unbound original delivered to BCHC offices
- **Page Limit:** Maximum 50 pages (excluding forms, certifications, and appendices)
- **Font:** Minimum 11-point font, standard margins

### 8.3 Required Submission Components

Submissions must include the following components in the order listed:

#### Tab 1: Cover Letter and Executive Summary (5 pages maximum)

- a. Cover letter signed by an authorized representative
- b. Executive summary of qualifications and approach
- c. Statement of interest in serving as BCHC's Co-Developer
- d. Primary contact information

#### Tab 2: Firm Qualifications (10 pages maximum)

- a. Organizational overview and history
- b. Ownership structure and affiliates
- c. Total affordable units developed and currently under management
- d. Michigan LIHTC experience (specifically projects awarded within last 5 years)
- e. RAD conversion and rehabilitation experience
- f. Historic rehabilitation experience (if applicable)
- g. Current development pipeline

#### Tab 3: Project Team (5 pages maximum)

- a. Organizational chart for proposed project team
- b. Resumes of key personnel (may be included as appendix)
- c. Roles and responsibilities of each team member
- d. Identification of any joint venture partners or subcontractors
- e. Team availability and capacity for this project

#### Tab 4: Relevant Experience (15 pages maximum)

Provide detailed information on at least three (3) comparable projects completed within the last seven (7) years. For each project, include:

- a. Project name, location, and description
- b. Number of units and unit mix
- c. Total development cost and financing sources
- d. LIHTC type (4% or 9%) and amount
- e. Your firm's role (developer, co-developer, consultant)
- f. Public housing authority partner (if applicable)
- g. Construction start and completion dates
- h. Current occupancy and compliance status
- i. Reference contact information

**Tab 5: Development Approach (10 pages maximum)**

- Proposed approach to the BCHC portfolio rehabilitation
- Preliminary phasing recommendations
- Financing strategy recommendations
- Approach to resident relocation and protection
- Approach to historic preservation (Kellogg Manor)
- Section 3 and MBE/WBE compliance approach
- Proposed timeline for first phase

**Tab 6: Financial Capacity (5 pages maximum)**

- Evidence of financial capacity to undertake predevelopment activities
- Most recent audited financial statements (may be included as appendix)
- Bank reference letter
- Investor/lender references
- Description of any pending litigation or unresolved compliance issues

**Tab 7: Fee Proposal**

- Proposed developer fee structure and split with BCHC
- Proposed approach to cash flow distribution
- Proposed General Partner ownership structure
- Approach to guarantee requirements

*Note: Fee terms are subject to negotiation and will be finalized in the Master Development Agreement.*

**Tab 8: Required Forms and Certifications**

- HUD Form 5369-B, Instructions to Offerors (Attachment B)
- HUD Form 5369-C, Certifications and Representations (Attachment C)
- Conflict of Interest Disclosure
- Evidence of insurance (general liability, professional liability)
- Good standing certificates from state of incorporation



## SECTION 9: EVALUATION CRITERIA

### 9.1 Evaluation Process

All responsive submissions will be evaluated by an evaluation committee appointed by BCHC. The evaluation will be conducted in accordance with HUD procurement requirements and BCHC policies.

### 9.2 Scoring Criteria

Submissions will be evaluated based on the following criteria:

Criterion	Maximum Points	Weight
1. Developer Experience and Track Record	25	25%
2. Michigan LIHTC Experience	20	20%
3. Team Qualifications and Capacity	15	15%
4. Development Approach	20	20%
5. Financial Capacity	10	10%
6. Fee Proposal and Partnership Terms	10	10%
<b>TOTAL</b>	<b>100</b>	<b>100%</b>

### 9.3 Detailed Scoring Factors

#### Criterion 1: Developer Experience and Track Record (25 points)

- Number and scope of LIHTC projects completed
- Experience with RAD conversions and public housing rehabilitation
- Experience with housing authority partnerships
- Track record of on-time, on-budget project delivery
- Compliance history and portfolio performance
- Historic rehabilitation experience (preferred)

#### Criterion 2: Michigan LIHTC Experience (20 points)

- Recent Michigan LIHTC awards (within last 5 years - required for 9% eligibility)
- Familiarity with MSHDA QAP and processes
- Relationships with Michigan lenders and investors
- Understanding of Michigan regulatory environment

#### Criterion 3: Team Qualifications and Capacity (15 points)

- Experience and qualifications of key personnel
- Organizational capacity and current workload
- Stability and depth of team
- Local presence or commitment to local engagement

#### Criterion 4: Development Approach (20 points)

- Quality and feasibility of proposed approach
- Appropriateness of phasing strategy
- Financing strategy innovation and soundness
- Resident protection and relocation approach
- Understanding of project challenges and risks

#### Criterion 5: Financial Capacity (10 points)

- Financial strength and stability
- Ability to fund predevelopment costs
- Access to equity investors and lenders

- Ability to provide required guarantees

**Criterion 6: Fee Proposal and Partnership Terms (10 points)**

- Reasonableness of proposed fee structure
- Proposed fee split with BCHC
- Willingness to support BCHC capacity building
- Flexibility in partnership structure

**9.4 Interviews**

BCHC may invite top-scoring respondents for interviews. Interviews will provide an opportunity for respondents to present their qualifications and proposed approach, and for BCHC to ask clarifying questions.

## SECTION 10: SELECTION PROCESS AND TIMELINE

### 10.1 Procurement Timeline

Milestone	Date
RFQ Issued	January 5, 2026
Deadline for Written Questions	January 17, 2026 at 5:00 PM EST
Pre-Proposal Conference (Virtual)	January 22, 2026 at 2:00 PM EST
Responses to Questions Posted	January 29, 2026
Submission Deadline	February 14, 2026 at 2:00 PM EST
Evaluation Period	February 17 - March 7, 2026
Interviews (if required)	March 10-14, 2026
Board Recommendation	March 24, 2026
MDA Negotiation	April - May 2026

*Note: BCHC reserves the right to modify this timeline as necessary.*

### 10.2 Questions and Communications

All questions regarding this RFQ must be submitted in writing via email to [lee@battlecreekhousing.org](mailto:lee@battlecreekhousing.org) by the deadline specified above. Questions and responses will be compiled and posted on BCHC's website for all prospective respondents.

Respondents are prohibited from contacting BCHC Board members, staff, or consultants regarding this solicitation except through the designated contact. Violation of this provision may result in disqualification.

### 10.3 Pre-Proposal Conference

A virtual pre-proposal conference will be held on January 22, 2026 at 2:00 PM EST. Attendance is encouraged but not mandatory. The conference will provide an overview of the opportunity, allow for questions, and may include a virtual tour of the properties.

Registration link and meeting details will be posted on BCHC's website. In-person site visits may be arranged upon request following the pre-proposal conference.

### 10.4 Selection and Award

Following evaluation and interviews (if conducted), the evaluation committee will make a recommendation to the BCHC Board of Commissioners. The Board will make the final selection decision at its March 24, 2026 meeting or a subsequent meeting as necessary.

Upon selection, BCHC and the selected Co-Developer will negotiate a Master Development Agreement (MDA) governing the overall partnership, with project-specific addenda to be executed for each development phase.

## **SECTION 11: TERMS AND CONDITIONS**

### **11.1 Reservation of Rights**

BCHC reserves the right to:

- Reject any or all submissions
- Waive informalities or irregularities in submissions
- Request additional information or clarification from respondents
- Negotiate with one or more respondents
- Cancel this solicitation at any time
- Award to the respondent deemed to be in the best interest of BCHC, which may not be the lowest cost proposal
- Select multiple co-developers for different phases if advantageous

### **11.2 Costs of Response**

BCHC is not responsible for any costs incurred by respondents in preparing or submitting responses to this RFQ. All preparation costs are the sole responsibility of the respondent.

### **11.3 Public Records**

Submissions may be subject to disclosure under Michigan's Freedom of Information Act (FOIA). Respondents should clearly identify any information they consider proprietary or confidential. BCHC will endeavor to maintain confidentiality of such information to the extent permitted by law, but cannot guarantee confidentiality.

### **11.4 Conflict of Interest**

Respondents must disclose any actual or potential conflicts of interest, including any relationships with BCHC Board members, staff, or consultants. Failure to disclose conflicts may result in disqualification.

### **11.5 Insurance Requirements**

The selected Co-Developer will be required to maintain the following minimum insurance coverages:

- Commercial General Liability: \$1,000,000 per occurrence / \$2,000,000 aggregate
- Professional Liability/E&O: \$1,000,000 per occurrence / \$2,000,000 aggregate
- Workers' Compensation: Statutory limits
- Automobile Liability: \$1,000,000 combined single limit

### **11.6 Master Development Agreement**

Upon selection, BCHC and the selected Co-Developer will negotiate a Master Development Agreement (MDA) that will govern the overall partnership. The MDA is expected to address:

- Roles and responsibilities of each party
- Developer fee structure and split
- General Partner ownership and governance
- Cash flow distribution
- Guarantee arrangements
- Default and termination provisions
- Exclusivity and right of first refusal for future phases
- Performance milestones

### **11.7 HUD Requirements**

This procurement is subject to HUD procurement requirements for public housing authorities, including 2 CFR 200 and applicable HUD regulations. The selected Co-Developer must comply with all applicable federal requirements, including but not limited to:

- Section 3 Economic Opportunity requirements
- Davis-Bacon and Related Acts (if applicable)
- Fair Housing and equal opportunity requirements
- Environmental review requirements
- RAD program requirements

### **11.8 Non-Discrimination**

The selected Co-Developer shall not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, or veteran status.

## SECTION 12: REQUIRED FORMS AND CERTIFICATIONS

### 12.1 Required HUD Forms

The following HUD forms must be completed and submitted with your response:

#### **HUD Form 5369-B: Instructions to Offerors - Non-Construction**

This form provides instructions governing the submission of proposals for non-construction contracts. Respondents must acknowledge receipt and understanding of the instructions by signing and returning the form. This form is included as Attachment B and is available for download from HUD at: <https://www.hud.gov/sites/documents/5369-b.pdf>

#### **HUD Form 5369-C: Certifications and Representations of Offerors**

This form requires respondents to certify compliance with various federal requirements including: Certificate of Independent Price Determination, Contingent Fee Representation, Lobbying Disclosure, Organizational Conflicts of Interest, and Eligibility Certification. This form is included as Attachment C and is available for download from HUD at: [https://www.hud.gov/program\\_offices/administration/hudclips/forms/hud5](https://www.hud.gov/program_offices/administration/hudclips/forms/hud5)

### 12.2 Additional Required Certifications

Respondents must also submit the following certifications:

#### **Conflict of Interest Disclosure**

Disclose any actual or potential conflicts of interest, including relationships with BCHC Board members, staff, consultants, or any parties with an interest in the properties.

#### **Debarment Certification**

Certify that neither your firm nor any principals are presently debarred, suspended, proposed for debarment, or declared ineligible for federal contracts.

#### **Non-Collusion Affidavit**

Certify that the submission is genuine and not a sham or collusive, and that no attempt has been made to induce any other party to submit or not submit a proposal.

### 12.3 Submission Checklist

Use the Submission Checklist (Attachment A) to ensure all required components are included in your response.

## **ATTACHMENTS**

### **Attachment A: Submission Checklist**

[See following page]

### **Attachment B: HUD Form 5369-B**

Instructions to Offerors - Non-Construction

Download from: <https://www.hud.gov/sites/documents/5369-b.pdf>

### **Attachment C: HUD Form 5369-C**

Certifications and Representations of Offerors - Non-Construction

Download from: [https://www.hud.gov/program\\_offices/administration/hudclips/forms/hud5](https://www.hud.gov/program_offices/administration/hudclips/forms/hud5)

### **Attachment D: Property Location Information**

[See following pages]

### **Attachment E: Sample Master Development Agreement (MDA) Terms**

[See following pages]

## ATTACHMENT A: SUBMISSION CHECKLIST

### Battle Creek Housing Commission - RFQ for Co-Developer

Respondent Name: \_\_\_\_\_

Date: \_\_\_\_\_

Please confirm all required items are included by checking each box:

#### FORMAT REQUIREMENTS

- ☐ One (1) electronic PDF submission via email to lee@battlecreekhousing.org
- ☐ Three (3) bound hard copies
- ☐ One (1) unbound original hard copy
- ☐ Maximum 50 pages (excluding forms and appendices)

#### TAB 1: COVER LETTER AND EXECUTIVE SUMMARY

- ☐ Signed cover letter from authorized representative
- ☐ Executive summary of qualifications
- ☐ Statement of interest
- ☐ Primary contact information

#### TAB 2: FIRM QUALIFICATIONS

- ☐ Organizational overview and history
- ☐ Ownership structure
- ☐ Michigan LIHTC experience (last 5 years)
- ☐ RAD/Public housing experience
- ☐ Current development pipeline

#### TAB 3: PROJECT TEAM

- ☐ Organizational chart
- ☐ Key personnel resumes
- ☐ Roles and responsibilities
- ☐ Joint venture partner identification (if applicable)

#### TAB 4: RELEVANT EXPERIENCE

- ☐ Minimum three (3) comparable project descriptions
- ☐ Reference contacts for each project

#### TAB 5: DEVELOPMENT APPROACH

- ☐ Proposed approach to BCHC portfolio
- ☐ Phasing recommendations
- ☐ Financing strategy
- ☐ Resident relocation approach

#### TAB 6: FINANCIAL CAPACITY

- ☐ Evidence of financial capacity
- ☐ Audited financial statements
- ☐ Bank reference letter
- ☐ Litigation/compliance disclosure

#### TAB 7: FEE PROPOSAL

- ☐ Proposed developer fee structure



☐ Proposed GP ownership structure

**TAB 8: REQUIRED FORMS**

- ☐ HUD Form 5369-B (signed)
- ☐ HUD Form 5369-C (completed)
- ☐ Conflict of Interest Disclosure
- ☐ Evidence of Insurance
- ☐ Good Standing Certificate(s)

Authorized Signature: \_\_\_\_\_

Printed Name and Title: \_\_\_\_\_

Date: \_\_\_\_\_

## ATTACHMENT D: PROPERTY LOCATION INFORMATION

### Battle Creek Housing Commission Portfolio - 320 Units

#### Property 1: Cherry Hill Manor

<b>Address:</b>	10 Clay Street, Battle Creek, MI 49017
<b>Units:</b>	150 one-bedroom apartments
<b>Population:</b>	Senior housing (age 50+)
<b>Year Built:</b>	1970
<b>Current Occupancy:</b>	94%
<b>Parcel ID:</b>	[To be provided]

**Location Context:** Located in central Battle Creek, Cherry Hill Manor provides convenient access to downtown services, Bronson Battle Creek Hospital, and Battle Creek Transit routes. The property is BCHC's largest development and serves as a cornerstone of senior affordable housing in the community.

*For driving directions and satellite imagery, search: "10 Clay Street, Battle Creek, MI 49017" on Google Maps*

#### Property 2: Kellogg Manor (Historic)

<b>Address:</b>	250 Champion Street, Battle Creek, MI 49017
<b>Units:</b>	70 efficiency and one-bedroom apartments
<b>Population:</b>	Senior & disabled housing
<b>Year Built:</b>	1926
<b>Current Occupancy:</b>	90%
<b>Historic Status:</b>	State or local historic designation
<b>Parcel ID:</b>	[To be provided]

**Location Context:** Kellogg Manor is a historically significant property reflecting Battle Creek's rich architectural heritage from the early 20th century. Located on Champion Street, the property is in proximity to downtown amenities and public transportation. **BCHC administrative offices are located on the ground floor of this building.** The historic designation requires rehabilitation work to comply with Secretary of Interior Standards and offers potential Historic Tax Credit opportunities.

*For driving directions and satellite imagery, search: "250 Champion Street, Battle Creek, MI 49017" on Google Maps*

#### Property 3: Parkway Manor

<b>Address:</b>	380 Truth Drive, Battle Creek, MI 49037
<b>Units:</b>	84 townhome-style units (1, 2, 3, 4-bedroom mix)
<b>Population:</b>	Family housing
<b>Year Built:</b>	1966
<b>Current Occupancy:</b>	92%
<b>Special Feature:</b>	On-site Michigan Works! Employment Hub
<b>Parcel ID:</b>	[To be provided]

**Location Context:** Parkway Manor is BCHC's largest family housing development, featuring townhome-style units with a variety of bedroom configurations to serve families of different sizes.

*For driving directions and satellite imagery, search: "380 Truth Drive, Battle Creek, MI 49037" on Google Maps*

### Property 4: Northside Homes (Scattered Site)

<b>Location:</b>	Various addresses, Washington Heights neighborhood
<b>Units:</b>	16 single-family homes (2 and 3-bedroom)
<b>Population:</b>	Family housing
<b>Year Acquired:</b>	1960
<b>Current Occupancy:</b>	94%
<b>Configuration:</b>	Scattered-site single-family homes

**Location Context:** Northside Homes consists of 16 scattered-site single-family homes located throughout the Washington Heights neighborhood of Battle Creek. This configuration provides families with affordable homeownership-style living integrated into established residential neighborhoods, offering residents access to neighborhood schools and community amenities.

**Note:** Individual addresses for all 16 Northside Homes properties will be provided to qualified respondents upon request. The scattered-site nature of this development requires a different rehabilitation and management approach than the concentrated multifamily properties.

*For neighborhood context, search: "Washington Heights, Battle Creek, MI" on Google Maps*

### Site Visit Information

In-person site visits may be arranged upon request following the pre-proposal conference scheduled for January 22, 2026. To request a site visit, contact:

Lee Talmage, Executive Director  
 Email: [lee@battlecreekhousing.org](mailto:lee@battlecreekhousing.org)  
 Battle Creek Housing Commission

BCHC will coordinate site visits to ensure minimal disruption to current residents. Site visits will be scheduled during business hours and will include access to common areas, sample units (if available), and exterior grounds.

## ATTACHMENT E: SAMPLE MASTER DEVELOPMENT AGREEMENT (MDA) TERMS

*The following represents sample terms expected to be included in the Master Development Agreement between Battle Creek Housing Commission and the selected Co-Developer. These terms are provided for informational purposes and are subject to negotiation.*

### Article 1: Purpose and Scope

The Master Development Agreement (MDA) will establish the overall framework for the Co-Developer partnership between BCHC and the selected developer for the rehabilitation of the BCHC portfolio. The MDA will cover all four properties (Cherry Hill Manor, Kellogg Manor, Parkway Manor, and Northside Homes), with project-specific terms addressed in individual Development Phase Addenda.

### Article 2: Development Phases and Exclusivity

1. **Phasing:** The parties will mutually agree on the sequence and timing of development phases. Each phase will be documented in a Development Phase Addendum specifying scope, budget, timeline, and financing structure.
2. **Exclusivity:** Co-Developer will have the exclusive right to develop subsequent phases, provided that: (a) the first phase achieves financial closing within [18] months of MDA execution; and (b) Co-Developer remains in good standing under the MDA.
3. **Right of First Refusal:** BCHC will offer Co-Developer a right of first refusal for any future development opportunities not covered by this MDA during the term of the agreement.

### Article 3: Developer Fee Structure

1. **Fee Calculation:** Developer fee for each phase will be calculated as the greater of: (a) the maximum allowable developer fee under MSHDA QAP guidelines; or (b) [15%] of total development costs, subject to investor approval.
2. **Fee Split:** The developer fee will be split between BCHC and Co-Developer on the following basis: [50%] to Co-Developer and [50%] to BCHC, or as negotiated on a project-by-project basis. BCHC's share may be adjusted based on level of BCHC staff involvement.
3. **Payment Timing:** Developer fee will be paid according to the following schedule: [25%] at construction closing, [50%] during construction based on percent complete, and [25%] at permanent conversion/stabilization.
4. **Deferred Developer Fee:** Any deferred developer fee will be split proportionally between BCHC and Co-Developer, with payment terms as specified in the partnership agreement.

### Article 4: Ownership Structure

1. **General Partner Entity:** For each development phase, a new General Partner LLC will be formed with ownership shared between BCHC (or a BCHC affiliate) and Co-Developer. Anticipated GP ownership split: [50%] BCHC / [50%] Co-Developer, subject to negotiation.
2. **Limited Partnership:** Each project will be owned by a Limited Partnership with the GP entity as General Partner and the LIHTC investor as Limited Partner (typically 99.99% ownership for tax credit purposes).
3. **Ground Lease:** BCHC will retain fee ownership of all land through ground lease arrangements with each project's Limited Partnership. Ground lease terms will be consistent with LIHTC investor requirements.

4. **Right of First Refusal:** At the end of the LIHTC compliance period, BCHC will have the right of first refusal to acquire any interests held by Co-Developer or its affiliates at a price determined by appraisal.

## Article 5: Roles and Responsibilities

### Co-Developer Responsibilities:

- Lead all development activities including predevelopment, financing, design, construction, and lease-up
- Prepare and submit LIHTC applications and all financing applications
- Negotiate with equity investors and lenders
- Manage architect, contractor, and consultant selection and oversight
- Provide construction management and draw administration
- Ensure compliance with all program requirements
- Provide training and capacity building support to BCHC staff

### BCHC Responsibilities:

- Provide access to properties and existing property information
- Execute ground leases and contribute land value
- Coordinate RAD compliance and HUD communications
- Assist with resident communication and relocation
- Participate in major development decisions
- Provide or arrange property management services (subject to negotiation)
- Assign staff to participate in development process for capacity building

## Article 6: Guarantees

1. **Construction Completion Guarantee:** Co-Developer (and/or its principals or affiliates with sufficient net worth) will provide the construction completion guarantee required by LIHTC investors.
2. **Operating Deficit Guarantee:** Co-Developer will provide any operating deficit guarantee required during lease-up, with such guarantee to be released upon stabilization.
3. **Tax Credit Recapture Guarantee:** Responsibility for tax credit recapture guarantee will be allocated between BCHC and Co-Developer based on the nature of the recapture event, as specified in the partnership agreement.
4. **BCHC Guarantee Participation:** BCHC's participation in guarantees will be limited to events within BCHC's control (e.g., failure to maintain RAD contract, wrongful lease terminations).

## Article 7: Cash Flow Distribution

1. **Priority of Payments:** Operating cash flow will be distributed in the following priority: (1) Operating expenses; (2) Debt service; (3) Required reserves; (4) Asset management fees; (5) Deferred developer fee; (6) Investor preferred return; (7) Residual split between GP and LP per partnership agreement.
2. **GP Cash Flow:** GP-level cash flow will be split between BCHC and Co-Developer according to their GP ownership percentages.
3. **Asset Management Fee:** An asset management fee of \$[X] per unit per year will be paid to [BCHC/Co-Developer/shared], escalating at [2-3%] annually.
4. **Property Management:** Property management may be provided by BCHC, Co-Developer, or a third party, as mutually agreed. Management fee will be [X%] of effective gross income.

## Article 8: Default and Termination

The MDA will include standard default and termination provisions, including:

- Notice and cure periods for material defaults
- Termination rights upon uncured material default
- Procedures for unwinding partnership in event of termination
- Buyout provisions for either party's interest
- Assignment restrictions and change of control provisions

#### **Article 9: Term**

The MDA will have an initial term of [5] years from execution, with automatic renewal for successive [1]-year terms unless either party provides [90] days written notice of non-renewal. The MDA will remain in effect with respect to any development phase that has achieved financial closing, regardless of termination of the overall MDA.

#### **Article 10: Dispute Resolution**

The MDA will include dispute resolution procedures, including: (1) good faith negotiation between principals; (2) non-binding mediation; and (3) binding arbitration or litigation as a last resort. Venue for any legal proceedings will be Calhoun County, Michigan.

**DISCLAIMER:** *These sample terms are provided for informational purposes only and do not constitute a binding offer or commitment by BCHC. All terms are subject to negotiation following selection of a Co-Developer. Respondents are encouraged to propose alternative terms that better serve the goals of both parties.*

## **END OF RFQ DOCUMENT**

Battle Creek Housing Commission  
Request for Qualifications for Co-Developer Services

**Submission Deadline: February 14, 2026 at 2:00 PM EST**

Submit to: [lee@battlecreekhousing.org](mailto:lee@battlecreekhousing.org)