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**Community Development Authority (CDA) of the City of Madison**  
**Request for Qualifications**  
**Developer-Partner for Revitalization of Triangle Site**  
**Executive Summary**  
**CDA Board Meeting of May 13, 2021**

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The CDA intends to issue a Request for Qualifications (RFQ) in mid-2021 seeking a Developer-Partner to assist in revitalization and redevelopment of the CDA-owned housing units of Brittingham, Gay Braxton, and Karabis Apartments, and Parkside Towers and Townhouses, collectively known as the Triangle.

Comprised of five separate sites and roughly 340 units, the CDA wishes to begin detailed planning for a phased, long-term approach that will replace or substantially upgrade every unit at the Triangle within the next 5-10 years. Redevelopment will advance the adopted recommendations of the Triangle Monona Bay Neighborhood Plan (2019) and the following Strategic Goals included in the CDA's most recent 5-Year PHA Plan:

1. Expand the supply of assisted housing
2. Improve the quality of assisted housing
3. Improve the quality of life for program participants
4. Promote self-sufficiency and economic opportunity
5. Maintain fiscally responsible operations and financial sustainability

Specifically, CDA is seeking respondents that have demonstrated success in the repositioning of HUD-assisted public housing; have expertise in other financing, leveraging, and financial planning such as tax credit financing and previous partnership experience; can provide public engagement, architectural and master planning services; and are skilled in the preparation of any and all documents related to the relevant HUD Repositioning program(s).

### **Scope of Services**

At a minimum, the selected Developer-Partner will be responsible for the following Scope of Services, under which each Phase and numerous subtasks shall proceed largely in chronological order as listed.

- *Phase 1: Vision and Master Plan*, including a robust resident engagement process. Emphasis will be placed on minimizing resident disruption and displacement during redevelopment.
- *Phase 2: Financial Plan*, including market analysis, appraisals, and Return on Investment Analysis; determining likely impact of redevelopment on the City's tax base and related municipal services; accessing capital markets and securing the most advantageous investors and equity partners.
- *Phase 3: Implementation*, including development of a construction strategy and development implementation schedule, and securing all necessary permits, reviews, and approvals; assist the CDA in securing necessary HUD approvals, ensure MBE/WBE subcontractor participation and compliance with HUD Section 3 requirements, and provide regular project status reports to CDA.

## SOQ Evaluation

Written Submissions shall be a maximum of ~12 narrative pages plus resumes, and will be scored on a point-based scale. A CDA/City staff panel will review submissions.

Firm(s) may be invited to participate in an interview. Firm(s) will be asked to provide more specific information about qualifications, methodology, and costs and to answer questions asked by the review team. Interviewed teams shall be re-scored and ranked based on the above criteria.

Following selection, the CDA intends to make a good faith effort to quickly enter into a development agreement with the successful Developer-Partner. The negotiated development fee shall be a firm, fixed fee inclusive of all direct and indirect costs of the Developer-Partner.

## Redevelopment Timeline

CDA staff expect to have a Developer-Partner under contract via development agreement by the end of 2021. Initial master planning, visioning and resident engagement processes (Phase 1) are to begin in late 2021 or early 2022 and may be expected to take approximately one year to complete.

Financial planning (Phase 2), including housing tax credit applications to WHEDA, may take place in 2022-2023, with initial construction activities expected to take place in late 2023- early 2024. Similar financial plans will be prepared for subsequent phases of redevelopment. CDA expects to utilize a combination of HUD repositioning programs (RAD and Section 18 Disposition, Section 8 Conversion) and financing via Section 42 Tax Credits, City of Madison subsidies, and traditional (hard) debt.

Construction approvals and implementation (Phase 3) will take place over a number of phases to be determined by the Master Plan and Financial Plan, with subsequent phases to begin every 1-2 years subject to funding availability. A preliminary redevelopment timeline is below.

Phase	Estimated Schedule	2021	2022	2023	2024	2025	2026	2027
1	Vision and Master Site Plan							
1	Resident Engagement							
2	Financial Plan							
2	Market & Pro Forma Analysis							
2	Secure Funding Sources/Investors							
2	Initial LIHTC Application(s)							
3	HUD & City Approvals							
3	Phase I Construction (TBD)							
3	Phase II Construction (TBD)							
3	Phase III Construction (TBD)							
3	Phase IV Construction (TBD)							
3	Phase V Construction (TBD)							
3	Phase VI Construction (TBD)							→