



**CITY OF NOVI CITY COUNCIL
JULY 12, 2021**

SUBJECT: Approval to award a contract for the administration of the 2020 Program Year for the Community Development Block Grant (CDBG) Minor Home Repair Program to McKenna & Associates in the amount of \$20,113.

SUBMITTING DEPARTMENT: Finance

EXPENDITURE REQUIRED	\$20,113
AMOUNT BUDGETED	\$131,000 (includes administration and rehabilitation work)
APPROPRIATION REQUIRED	\$0
LINE ITEM NUMBER	264-264.00-891.000

BACKGROUND INFORMATION: Each community receiving CDBG funding must bid public service contracts (greater than \$10,000) annually in order to comply with the grant's procurement guidelines. The City received only one proposal, McKenna & Associates, for program year 2020 CDBG Minor Home Repair (MHR) administration. McKenna bid 20% of the total CDBG funds the City is receiving from the County for the MHR program. This is the max allowed by the grant for an administrative fee. McKenna was awarded the CDBG contract in the prior year to administer program year 2019. McKenna has done a nice job administering the program. The City has received several letters and emails from the residents complimenting the McKenna staff. McKenna has authorized 10 projects for repair services using program year 2019 funds. There is currently no wait list and McKenna processes applications as they arrive.

RECOMMENDED ACTION: Approval to award a contract for the administration of the 2020 Program Year for the Community Development Block Grant (CDBG) Minor Home Repair Program to McKenna & Associates in the amount of \$20,113.

CDBG
Bid Tabulation Form

Description of Item: City of Novi CDBG Minor Home Repair Program - PY 2020

Proposals due June 10, 2021 2:00 p.m.

Vendor	McKenna & Associates
Proposal Date	6/10/2021
Phone #	(248) 596-0920
Contact Person	John Jackson, AICP
Program Management	Not to exceed \$20,113
Labor & Materials	\$80,456.00
Total Program Amount	\$100,569.00
Comments	

The RFP was posted on the Michigan Intergovernmental Trade Network (MITN) website which emailed notice of the RFP to 198 firms registered in the categories of Home Management, Safe Housing, Administrative Services - All Kinds, Family and Social Services, Administrative Services of All Kinds, and Professional Services (Not Otherwise Classified).

MCKENNA



PROPOSAL TO PROVIDE

CDBG Minor Home Repair Administration

CITY OF NOVI, MICHIGAN



JUNE 10, 2021

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MCKENNA

June 10, 2021

Ms. Sabrina Lilla
Deputy Finance Director
City of Novi
45175 Ten Mile Road
Novi, Michigan 48375

Subject: Administration of CDBG Minor Home Repair Program

Dear Ms. Lilla,

We are pleased to submit a proposal for our services in administering the CDBG Minor Home Repair program for the City of Novi. We believe you will agree that after our first year administering the program has been a successful one – to date, we've received nearly 20 applications and been able to authorize 10 projects for current Novi residents, with more applications expected in the coming weeks based on discussions with residents. Our planning professionals are highly qualified and experienced in administering these types of programs and our common-sense and responsive approach to facilitate funding of home repairs and rehabilitation will allow for the most effective use of the City's CDBG allocation for this project.

TEAM – EXPERIENCED AND LOCAL

Our team of planners is experienced in working on projects under the HUD "umbrella," including Community Development Block Grant programs such as those for minor home repair. We know and understand the importance of housing rehabilitation in Michigan's communities and are enthusiastic in our implementation of these programs.

Brian Keeseey, AICP, is a Senior Principal Planner and McKenna's GIS Manager and will serve as project manager for the Minor Home Repair Program. Brian serves as the planner in nearby Lyon Charter Township and in that function administers the Township's CDBG Minor Home Repair Program. He is responsible for accepting applications, vetting projects and contractors, awarding contracts, and overseeing budgets and reporting for the program. His working relationship with the CDBG administration team in Oakland County will prove invaluable in serving the City of Novi.

Brian will be assisted by Stephanie Pena, an Assistant Planner with McKenna who has been handling many of the day-to-day inquiries from Novi's residents and contractors for the past year. Her knowledge and personable demeanor has served the City well in presenting a professional, helpful, and happy face for the program.

UNDERSTANDING OF THE PROJECT

Based on the background information contained in the RFP document and our familiarity with the CDBG programs in Oakland County we understand the City is searching for firms qualified to administer the Minor Home Repair program for Program Year 2020. The selected firm will accept applications, verify resident qualifications, manage contractors, determine award amounts, and facilitate payment for services.

The qualified firm will also be responsible for managing the budget relating to this program and will perform any and all reporting duties to the City, County, and/or HUD.

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We note in the RFP that the City is looking for a firm to have the capability to have available contractors and staff to do the work required and assume this is in reference to the physical construction of the repairs. In our administrative duties related to minor home repair programs in other communities, McKenna is responsible for vetting the credentials and references of independent contractors who submit bids for the work; we do not perform the physical work of completing the approved repair/rehabilitation. Our proposal reflects our past experience and administration style for the City of Novi for the past year and is intended to convey a similar administrative role in the City.

Our team has based the attached proposal on this understanding, with the aim of delivering maximum value to the City of Novi and its residents through this program.

We also are excited by the prospect of participating in the City's efforts to engage residents by getting the message out about the program – should the City wish to put out promotional materials to get residents to participate, we will gladly provide information, sit for interviews, or any other steps to help garner interest in the program.

MCKENNA ADVANTAGES

McKenna has clear advantages for undertaking the administration of the City's Minor Home Repair program. In addition to our work in other municipalities, we now have a year of experience working directly with the City and its residents, so we are familiar with the scopes and types of work that are typically requested by Novi residents. We have working relationships with the County Community and Home Improvement Division and are familiar with the reporting requirements of Oakland County for this program. We are also planners and professionals serving communities large and small in the Midwest – we understand the responsibilities that come with serving elected officials and City staff members.

Perhaps most importantly with a program such as the Minor Home Repair Program, though, is the ability to help efficiently facilitate housing rehabilitation projects that have real quality-of-life impacts on the residents of a community. We take this responsibility seriously and will provide the residents of the City of Novi the best level of service possible – with care, responsiveness, and a positive attitude.

We are certain that we are the best team to partner with the City of Novi in facilitating this program. We are eager to work with you, and we look forward to meeting with you soon to review our proposal. If you have any questions regarding our response, please do not hesitate to contact us at (248) 596-0920 or jjackson@mcka.com or bkeesey@mcka.com. Thank you.

Sincerely,

McKENNA



John R. Jackson, AICP
President

**ADMINISTRATION OF
CDBG MINOR HOME REPAIR PROGRAM**



CITY OF NOVI, MICHIGAN

**ADMINISTRATION OF
CDBG MINOR HOME REPAIR PROGRAM**

PROPOSAL FORM

We, the undersigned as proposer, propose to furnish to the City of Novi, according to the specifications, terms, conditions and instructions attached hereto and made a part thereof:

Description	% of Total Amount	Amount
Program Management/ Administration Fee	Hourly, not to exceed 20% of program %	\$ Not to exceed \$20,113
Labor & Materials	80% or more of program cost; see comments %	\$ \$80,455 or more
TOTAL AMOUNT AVAILABLE FOR THE 2 YEAR PROGRAM*	100 %	\$ 100,569

* Please note: The total amount as shown covers the program management/ administrative fees AND the labor and materials for the home repairs. There will be no additional funds available.

We acknowledge the following addenda: _____
(please indicate addendum number)

COMMENTS: Administration of the project will be completed on an hourly basis per
the fee schedule included in the proposal. Anticipated staff include
Senior Principal Planner and Assistant Planner levels.
Labor and materials to be performed and supplied by independent
qualified contractors based on project-by-project competitive bid award.

PROPOSAL SUBMITTED BY:

Name (printed) John R. Jackson, AICP

Title: President

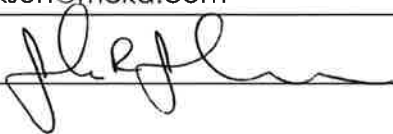
Company (Legal Registration) McKenna Associates

Address 235 East Main Street, Suite 105

City Northville State Michigan Zip 48167

Telephone 248.596.0920 Fax 248.596.0930

E-mail jjackson@mcka.com

Signature  Date June 10, 2021



CDBG

Minor Home Repair Administration

CITY OF NOVI, MICHIGAN

PREPARED JUNE 10, 2021 BY

MCKENNA
235 East Main Street
Suite 105
Northville, Michigan 48167

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Executive Summary



MCKENNA TEAM ADVANTAGE

- Unmatched responsiveness to clients.
- Professional, respectful, and caring interactions with residents and contractors.
- Current successful administration of Minor Home Repair programs in Oakland and Wayne counties.
- Working relationship with Oakland County Community and Home Improvement Division.

PROJECT TIMELINE

The City of Novi's RFP describes ongoing administration services for the Community Development Block Grant (CDBG) Minor Home Repair program, 2020 Program Year. McKenna understands the awarded contract will be administered until December 31, 2021.

HUD EXPERTISE

McKenna is a Midwest-based consulting firm with a 43-year tradition of professional planning and community development assistance to Midwestern local units of government in meeting the intent and spirit of the U.S. Department of Housing and Urban Development requirements for planning and implementation of CDBG, HOME, and other HUD programs.

MINOR HOME REPAIR ADMINISTRATION EXPERIENCE

Our team now has nearly one year of administering the Minor Home Repair program for the City of Novi and believe we are hitting our stride with residents, local contractors, and the City's staff. We look forward to continuing this partnership with the City. In addition, McKenna's proposed team of professional planners is experienced in administration of minor home repair and property improvement programs for Michigan cities and townships. We oversee program progress spanning from project initiation (application), contractor vetting, awarding, work verification, payment, and reporting.

Introduction and Firm Profile



McKenna’s downtown Northville, Michigan headquarters – a repurposed Ford Motor Company plant designed by Albert Kahn, built in the 1930s. Our work spaces reflect McKenna’s commitment to our people, our communities, sustainable design and the rich technology heritage of the Midwest.

McKenna’s team of talented planning, design and building professionals help municipal leaders develop and maintain communities for real life. From street festivals, neighborhood parks, and storefronts, to parking spots, coffee shops, and farmers’ markets, we want your community to thrive. Headquartered in Northville with offices in Detroit and Kalamazoo, Michigan, McKenna provides planning, zoning, landscape architecture, community and economic development and urban design assistance to cities, villages, townships, counties, and regional agencies, as well as select private clients. Our success can be measured by the physical improvements to hundreds of McKenna client communities, and by our 43-year record of client satisfaction and on-time, on-budget delivery.

McKenna currently provides project services to more than 85 communities and private land investors in Michigan, Ohio, Kentucky, Indiana, and Illinois. Anticipating and responding to change is a major distinction of McKenna’s practice. McKenna’s innovation and depth of experience is a resource for public and private decision-makers; we are a corporation of roughly 20 planners, urban designers, and landscape architects formed under the laws of Michigan on May 2, 1978.

HEADQUARTERS

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GRAND RAPIDS

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HUD PROGRAM EXPERIENCE

McKenna has a record of success in assisting partner entitlement jurisdictions with their HUD program requirements, including Consolidated Plans, Analyses of Impediments to Fair Housing Choice, Housing Needs Assessments, Housing Studies, Annual Action Plans, CDBG and NSP planning, and administration that meet and exceed HUD requirements and community expectations, while coming in on budget and ahead of deadline. Over the past 10 years, McKenna has helped communities secure millions of dollars in direct federal funding for local housing, community development, and economic development programs.

Below is a list of entitlement communities for which McKenna has provided community development services:

Community Development Block Grant (CDBG) Minor Home Repair

Lyon Charter Township, Oakland County, MI

Van Buren Charter Township, Wayne County, MI

Garden City, MI

Analyses of Impediments (AI) and Consolidated Plans (CP)

Community	AI	CP
Alliance, OH		X
Ann Arbor, MI	X	
Battle Creek, MI	X	XX
Clermont County, OH	X	XX
Dearborn Heights, MI	X	X
East Lansing, MI		X
Elyria, OH	X	X
Kalamazoo, MI		XXX
Kent County, MI	X	
Lima, OH		XX
Lincoln Park, MI	X	X
Livonia, MI		X
Macomb County, MI		X
Midland, MI	X	
Michigan City, IN	X	
Saginaw, MI		X
Sterling Heights, MI	X	
Springfield, OH		X
Toledo, OH		X
Wayne County, MI		X

Housing Studies and Neighborhood Plans

Community	Project Type
Battle Creek, MI	Comprehensive Housing Study
Bay City, MI	<ul style="list-style-type: none"> • South End Neighborhood Revitalization Plan • Upper Floor Housing Study • Neighborhood Revitalization Plan
Belleville, MI	<ul style="list-style-type: none"> • Senior Housing Market Analysis • Western V Community Conference Housing Study • Belleville Area Senior Citizens Non-Profit Housing Corporation
Benton Harbor and Berrien County Land Bank, Benton Harbor, MI	NSP2 Neighborhood Plan
Dearborn Heights, MI	Senior Housing Study
Detroit, MI	Harmony Village Rehabilitation
Ecorse, MI	Senior Housing Market Analysis
Fenton, MI	Senior Housing Action Plan
Frenchtown Charter Township, Monroe County, MI	Housing Market Analysis
Genesee County Metropolitan Planning Commission, Flint, MI	Senior Housing Plan
Hazel Park, MI	Hazel Park Housing Study
Highland Park, MI	<ul style="list-style-type: none"> • Highland Park Housing Assistance Plan • Manchester Housing UDAG
Lakeville, MI	Addison Township Senior Citizen Non-Profit Housing Corporation
Lincoln Park, MI	Lincoln Park Housing and Community Development Program
Livingston County, MI	Livingston County Housing Rehabilitation Program
Michigan State Housing Development Authority (MSHDA), Lansing, MI	State-wide Senior Housing Study
Romulus, MI	<ul style="list-style-type: none"> • Romulus Residential Program • Senior Housing Locational Analysis • Housing and Community Development Plan



Areas of Service

Community Planning

- Master Plans (Cities, Villages, Townships, Counties and Regions)
- Strategic Planning Facilitation
- Neighborhood Preservation Plans
- Redevelopment Plans
- Corridor Plans
- Downtown Plans
- Growth Management Plans
- Park and Recreation Plans
- Capital Improvements Programs
- Community and Fiscal Impact Analysis
- Waterfront Planning
- Open Space Planning
- Historic Preservation Plans
- Transportation and Parking Plans
- GIS Analysis and Alternative Testing
- Access Management

Economic Development

- Public/Private Partnerships
- Brownfield Redevelopment Planning
- Downtown Redevelopment Action Plans
- Corridor Redevelopment
- Tax Increment Finance Plans
- Grant Applications
- Redevelopment Project Management
- Market Studies: Retail, Commercial, Residential, Industrial, Institutional
- Redevelopment Financing Assistance
- Land Assembly/Eminent Domain Assistance

Building Department Administration

- Zoning Administration
- Building Code and Zoning Enforcement
- Building Inspection
- Electrical, Mechanical and Plumbing Inspections
- Property Maintenance and Housing Inspection
- Landscape Construction Observation
- Code Enforcement
- Compliance with State
- Department Management Plans

Parks and Recreation

- Parks and Recreation Master Plans
- Park Design (neighborhood, community, regional)
- Ball Field Planning and Design
- Park and Recreation Facilities Design
- Bikeway and Trail Planning and Design
- Grant Applications
- Public Participation
- Universal and ADA Accessibility
- Park and Recreation Furnishings



On-Site Management Services

- Zoning and Planning Administration
- Tax Increment Finance Authority Management
- Downtown Development Authority Administration
- CDBG Administration
- Housing Rehabilitation
- Project Management – Capital Improvement Projects
- Redevelopment Project Administration
- Community Development Administration
- Economic Development Administration

Development Codes

- Zoning Ordinance
- Zoning Ordinance and Resolution Review and Preparation
- Continuing Advisory Services to Elected and Appointed Officials, Planning and Zoning Commissions, and Boards of Appeal
- Subdivision and Condominium Regulations
- Form-Based Codes
- Environmental Regulations – Wetlands, Woodlands
- Expert Witnessing and Court Testimony on Zoning
- Sign Regulations
- Annexation Advisory Assistance
- Sex-Oriented Business Regulations and GIS Testing
- Open Space Regulations
- Planning and Zoning Code Training Seminars
- On-Site Zoning Administration

Complete Streets and Transportation Planning

- Complete Streets Policy Development
- Complete Streets Design Guidelines
- Complete Streets Procedure and Implementation
- Corridor Plans
- Streetscape Plans
- Bicycle & Pedestrian Plans
- Bicycle Parking Plans
- Bicycle Sign Plans
- Bike Share Feasibility Studies
- Intersection Design & Crossing Plans
- Zoning and Regulatory Review
- User Maps and Wayfinding Studies
- Transportation Master Plans
- Site Plan Review of Transportation Facilities
- Circulation Studies Vehicles and Pedestrian
- TOD Studies
- Education and Training
- Transportation and Parking Plans
- Access Management
- Parking Studies

Public Participation (NCI Certified)

- Charrettes
- Hands-on Workshops
- Focus Groups
- Roundtable Discussions
- Surveys (telephone, online, direct mail)
- Public Hearings
- Open Houses
- Interactive Citizen Advisory Committees
- Youth Outreach
- Community Walks and Bike Rides
- Pop-Up / Storefront Workshops
- Consensus Building
- Participatory Decision-Making
- Interviews (one-on-one, intercept)
- Community Preference Surveys

Community Development

- HUD CDBG Administration
- Analysis of Impediments to Fair Housing
- Environmental Review Records
- Consolidated Plans
- Elderly Housing Assistance
- Five Year and Annual Action Plans
- CDBG Program Planning and Applications
- Housing Rehabilitation Administration
- Market Studies – Market Rate, Elderly and Assisted Housing
- Housing Market Studies (MSHDA approved)

Urban Design

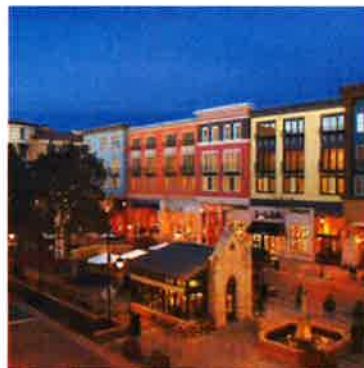
- Community Design Plans
- Placemaking Strategies
- Parks, Greens, Commons and Plaza Design
- Streetscape Design
- Site Planning
- Community Character Planning
- Historic Park Design
- Computer Visualization (before/after)
- Design Review
- Site Evaluation and Selection
- Design Manuals
- Neo-Traditional Design (TND)
- Urban Form Pattern Books
- Mixed Use (residential, retail, office, public, institutional) Design
- Public Art

Sustainability Plans

- Sustainability Indicators Analysis, Evaluation Criteria, and Program Improvements
- Develop Neighborhood Stabilization Plans
- Green Infrastructure Plan for Community's Public Property
- Walkable/Bikeable Audits and Implementation Plans
- Community Master Plan, Strategic Plan, or Capital Improvement Plan
- Plan for Low Impact Development (LID) Components
- Local Planning and Zoning
- Access Management Plans for Transportation Corridors

Landscape Architecture

- Residential Development Plans (single family detached/attached; multi-family, elderly, mixed use, townhouses) Conventional and Cluster
- Site Analysis and Design
- Site Layout and Planning
- Construction Drawings and Construction Observation
- Landscape Architecture (MSHDA-approved)
- Arborist Services (tree surveys and maintenance plans)
- Greenways and Trail Planning and Design
- Native Plant Landscapes
- Wayfinding, Signs, and Interpretive Stations
- Environmental Performance Standards
- Public Art Development
- Public Space Design – Greenways, Bikeways, Streetscapes
- Wetlands, Woodlands, Groundwater, Aesthetic, and Vista Protection Regulations
- Sustainable Landscape Design



MCKENNA QUALITY ASSURANCE AND MANAGEMENT

Quality assurance is accomplished around 10 core quality management elements, or critical success factors. Under the direction of a Project Director, McKenna's Project Manager will accomplish these elements of managing projects.

Quality Elements:

1. **Client Service** – Building partnerships and satisfying client expectations.
2. **Client/Project Team** – Project manager-led teams with project role, and allocating resources.
3. **Scope/Deliverables** – Identifying and tracking fulfillment of project scope and deliverables.
4. **Work Tasks** – Identifying and monitoring work tasks and work flow.
5. **Schedule** – Identifying time frames and milestones, and progress reports with client.
6. **Cost Accounting** – Project Manager establishes budgets, invoicing and monitoring plan with Project Director.
7. **Contracts/Negotiations** – Preparing contracts, subcontracts and any amendments.
8. **Technical/Production/Communication** – Meeting technical and document production and communication requirements.
9. **Quality Management** – Project Director manages the quality of our services including sub-consultants.
10. **Communications/Meetings** – Ensuring ongoing formal communication with client and team.

McKenna carries out our quality management in three primary areas:

- Quality through project performance
- Quality through individual performance
- Project-specific quality management

Project Director and Manager - Each Project Manager has more than eight years' experience and tailors the program for each project individually, to ensure the standard of quality established by each client is achieved. The program is flexible, and can be adapted to meet the needs of large or small projects, and cross discipline lines.

Accountability - Communication is a most effective element in producing a successful project. Project teams hold regular work plan reviews with the project manager, task assignees, the department heads and others with a role in the project. Accountabilities are clearly identified and communicated, so that each project team member knows what is expected.

Targets - McKenna targets individual performance improvements using clearly defined roles and accountabilities for each professional involved in the project. Targets are available as a reference for setting goals and monitoring performance against standards and measurements.

Effectiveness - The effectiveness of our overall Quality Management Program demands that all personnel are aware of the professional, technical and ethical requirement of each project. Responsibility for implementation of the plan is team-wide under the direction of the Project Director. The Project Manager addresses the short- and long-term issues underlying the project. Project Managers also develop technical standards for the project, and procedures for implementing quality management, including a plan for timely completion of the project, while maintaining professional performance levels.

Client Satisfaction - A client satisfaction form will be provided at significant milestones as a quality control measure. Our level of performance will be graded and McKenna will make adjustments as requested by the County.

Project Understanding



Having administered CDBG programs for communities in the Detroit metro area, McKenna has a clear understanding of the work required to be performed to successfully distribute the City's Minor Home Repair allocation. Our administrative efforts and procedures align with the requirements of the United States Department of Housing and Urban Development (HUD) for CDBG programs and those of Oakland County's Community and Home Improvement Division.

We understand the City is seeking a provider to administer the Minor Home Repair program's \$100,569 budget for the 2020 Program Year (July 1, 2020 – December 31, 2021), with administrative costs not to exceed the CDBG limit of 20% of the total program. In our discussions with City representatives, it is understood the City funds 15-20 projects annually with the Minor Home Repair Budget and anticipates this volume to continue based on available funding.

A qualified Administrator is expected to have the capability, experience, and familiarity with requirements to effectively operate the program in accordance with CDBG program requirements. Per the RFP, a qualified proposer also has available contractors and staff to perform the work – we will address this requirement in our work plan.

In addition to the requirements specifically outlined in the RFP, we understand administration of the Minor Home Repair program requires a friendly face and caring attitude. This funding can tangibly improve the quality of life for residents of the City, and our prompt attention and effort to be efficient in the review and award process shows the City truly cares to help its citizens.

Work Plan



In administering similar programs in nearby communities, McKenna has found the following procedural outline to result in effective and efficient completion of projects and awarding of available funding. This process allows us to comply with CDBG project vetting and reporting requirements that achieve HUD standards. However, if the City has an already-established evaluation procedure we are expected to follow, we are happy to operate under an established framework.

We would like to point out that while the RFP states the proposer must have the capability to have available contractors and staff to do the work required for minor home repair activities, McKenna does not have contractors on hand to perform this work. Since Oakland County's Micro-transaction threshold is over the \$5,000 project cost, all projects funded through the program can be accomplished with a single bidder. As such, we perform a thorough vetting of proposing contractors to ensure the work will serve its intended purpose; we also have at the ready a team of building inspectors and officials to help validate the approximate cost of anticipated repairs if needed.

PRE-APPROVAL

Our first step toward awarding of minor home repair funding is the pre-approval process, which includes an application filed out by the resident. The work description should be well-defined and supported by photos or other information that can be recorded for reporting. We will work with the applicant to verify their income levels, ownership status, property tax status, insurance policy, among other information. We also walk through the Lead-based Paint notification and compliance certificate, smoke detector verification, floodplain review, and other checks to ensure the project can qualify for CDBG funding.

BID AND CONTRACT AUTHORIZATION

Once a resident is pre-approved for participation in the program, they are able to move forward with the process of collecting quotes with an understanding they are eligible for funding assistance. Since all physical work performed will be accomplished by independent qualified contractors, we work hard to guide the applicant through the process of collecting quotes from contractors to perform the work.

When the quotes are submitted for review, we will check references, confirm contractor licenses and SAM registration are valid, and verify the scope of the quote matches the work described in the resident's application.

Once we have identified the qualified contractor to perform the work (typically, but not in all cases, the lowest bid from a qualified contractor) we will request authorization from the appropriate City of Novi representative to approve the contract amount. A contract is signed between the City and the contractor indicating the City has funding available and will pay the quoted amount for the work. Once signed, the work may begin (note: contractors are required to acquire permits for work if required by the building department).

PROJECT PROGRESS AND CLOSE-OUT

We work with authorized contractors to receive ongoing project updates; any required change orders will be processed and approved by McKenna and the City's representative in cooperation with the contractor.

Once notified of completion, we will verify that any and all permits are closed out to the satisfaction of the City's inspectors prior to authorizing payment on the bill. We will work closely with City staff to provide timely payment to the contractor.

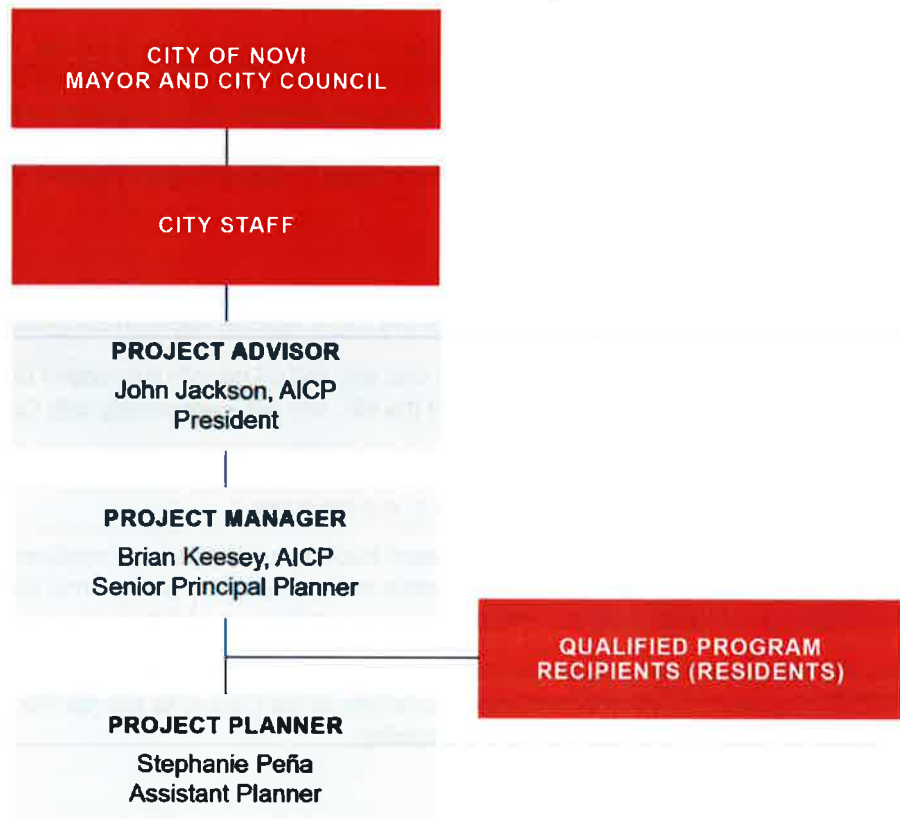
ONGOING PROJECT AND BUDGET REPORTING

McKenna professionals will maintain a project tracking system to track applicants, projects, and the program budget; the information will be made available to the City at any point during the administration period, and we will submit a complete progress and budget report at the end of the contract duration.

We are also intimately familiar with the annual and ongoing reporting requirements of the Oakland County CDBG program and will work with representatives of the County to provide the ongoing updates and information required to continue the City's program eligibility.

Organizational Chart

- City of Novi
- McKenna Team





Brian Keeseey, AICP

SENIOR PRINCIPAL PLANNER / GIS MANAGER

EDUCATION

Master of Urban & Regional Planning
Michigan State University

Bachelor of Landscape Architecture
Michigan State University

MEMBERSHIPS

American Institute of Certified Planners
American Planning Association
Michigan Association of Planning

PROFESSIONAL EXPERIENCE

Land Use Planning and Administration

Provided support for citizens and developers with land use information and application procedures. Reviewed small and large scale development proposals, site plans, and special use applications and recommended action to Planning Commissions and elected officials. Conducted agency review meetings, public hearings, and public input forums to ensure comprehensive analysis and sound planning and design principles. Provided guidance and analysis for owners of properties affected by FEMA's updated flood survey.

Zoning

Provided on-site administration of zoning regulations. Researched topics and drafted zoning ordinance amendments, including regulation of signs, mining operations, and wind energy conversion systems. Presented recommendations to Planning Commissions and elected officials.

Comprehensive Planning

Facilitated visioning and goal-setting sessions to guide master plan development. Provided demographic analysis using U.S. Census data and market studies which highlighted community trends for the municipality to address. Guided the creation of policies to support municipal development goals. Provided graphic design and document layout for master plan updates, including formatting, photography, and presentation graphics.

Demographic Trend Analysis

Conducted a study on the effects of neighborhood gentrification on businesses in an established commercial corridor, analyzing occupancy changes over the course of four decades against known indicators of gentrification.

Capital Improvement Programs

Led municipalities through the Capital Improvement Program process, including calls for proposals, organization of proposal presenters, the Planning Commission ranking process, formulation of summary reports, and recommendations to legislative bodies. Implemented effective changes to the ranking process, evaluation criteria, and format of recommendation documents, as well as the formulation of a multi-year assessment process.



PROFESSIONAL EXPERIENCE

Signs and Wayfinding Systems

Researched and drafted ordinances to address changeable copy, electronic message boards, and content-neutral regulations, and presented to Planning Commissions and elected officials. Participated in Michigan State University's Campus Wayfinding Workgroup for the expansion of the wayfinding system. Designed street signs and wayfinding plans for MSU's East Lansing campus during its implementation of the Tri-County emergency response improvement initiative. Collaborated with emergency response units, 911 call center, and law enforcement officials to ensure that all needs were met. Successfully coordinated the fabrication process, quality control, and installation of directional signage.

Geographic Information System (GIS) Analysis and Modeling

Provided analysis of U.S. Census data, consumer and market information, and development opportunities and patterns. Designed zoning and future land use maps for administration and comprehensive plans, and developed online versions for public consumption using the ArcGIS Online platform. Administered databases of utility and infrastructure information. Completed numerous site surveys using GPS and Total Station software. Used the resulting data to create Sketchup models and production graphics. Drafted site plans, engineering details and design documents using AutoCAD.



Stephanie Peña

ASSISTANT PLANNER

EDUCATION

Master of City Planning
Massachusetts Institute of Technology

Bachelor of Arts in Political Science
University of Michigan

MEMBERSHIPS

American Planning Association
American Planning Association – Latinos and Planning Division
Michigan Association of Planning
Urban Land Institute

PROFESSIONAL EXPERIENCE

Public Engagement

Designed a bilingual public engagement strategy that utilized art to encourage youth and families in the visioning of parks and public spaces. Assist in the development of surveys and ultimate data analysis.

Community Development

Conducted research to create a financial and organizational model to ensure a sustainable live/work 300+ artist community in perpetuity. Assisted a visual arts education organization in building administrative capacity through seeking grant funding. Assisted in the administration and completion of annual reporting, including the Consolidated Plan, for Community Development Block Grant (CDBG) programs for clients within Michigan.

Sustainability

Conducted green asset management on a non-profits' property portfolio in Massachusetts to determine monetary and CO2 saving from building retrofits.

Form-Based Coding

Quantified how a proposed 100% Affordable Housing Overlay district could impact the development and expansion of current and new affordable housing projects in Massachusetts.

Placemaking and Public Spaces

Managed teams through various real estate development competitions that centered community and economic revitalization of disinvested urban cores.

Development Review Land Use and Zoning

Assist in the processing of development site plan, special land use, and sign reviews for a diversity of clients across Michigan. Co-developed a *Guide to Development* to streamline and establish transparency around the development processes for a local client. Assist in the research and development of zoning ordinance with special attention to legibility for residents. Zoning research topics have included, Complete Streets, historic districts, temporary uses, mobile food vending, and equity in land use.

Professional Fees

McKenna proposes to perform the services described in this proposal on an hourly basis, with overall costs not to exceed the 20% program limit of \$20,113 for the program year.

Our proposed staff members are at the Senior Principal and Assistant classification levels. However, there will be instances where specific experience of our other planners is required. All services performed will be billed hourly in accordance with the following schedule.

PROFESSIONAL FEE SCHEDULE FOR HOURLY RATED SERVICES

Professional Classification	Rate Per Hour*
President	\$150
Executive or Senior Vice President	\$140
Vice President	\$135
Director	\$125
Senior Principal or Manager	\$125
Principal	\$120
Senior	\$115
Associate	\$105
GIS Specialist	\$95
Assistant	\$90
Building Official	\$90
Building Code Inspector	\$90
Intern	\$55
Administrative Assistant	\$40
Consultation, preparation for, and sitting as expert witness in legal matters.	\$200

* Rates include the following overhead: Accounting, Advertising and Promotion, Books, Publications and Maps, Business Entertainment, Charitable Contributions, Computers, Furniture and Fixtures, Graphics Supplies and General Insurance, Interest, Legal, Licenses, Meals, Memberships and Subscriptions, Office Equipment, Office Space and Parking, Office Supplies, Postage (Except Overnight), Professional Dues, Software, Taxes and Telephone.

These rates do not include photography, outside reproduction, document or materials purchases, which are invoiced additionally. Rates also do not include reimbursable costs for travel, courier, overnight mail, etc. Mileage will be invoiced at the Federal mileage rate.

These hourly rates are valid through December 31, 2020, after which they may change per classification by a percentage equal to the increase in the Consumer Price Index for the prior 12 months per U.S. Department of Labor, Bureau of Labor Statistics.

References

CLIENT / CONTACT	PROJECT
Lyon Charter Township Michele Cash Clerk 58000 Grand River Avenue New Hudson, MI 48165 (248) 437-2240	Administration of Minor Home Repair Program (CDBG)
Charter Township of Van Buren Matt Best Director of Public Services 46425 Tyler Road Van Buren Township, MI 48111 (734) 699-8900	Administration of Property Maintenance and Blight Control Program (CDBG)
City of Garden City Dale “Doc” Dougherty City Manager 6000 Middlebelt Garden City, MI 48135 734-793-1600	Administration of Housing Rehabilitation Program (CDBG)



Letters of Recommendation

January 14, 2020

City of Novi, Michigan
Community Development Block Grant Administrator

Dear Sir or Madam,

McKenna has administered the City of Garden City's Community Development Block Grant (CDBG) program for a number of years - either in whole or part since 1990. Garden City is a sub-recipient of Wayne County's entitlement CDBG program and – on top of conducting traditional “bricks and mortar” style projects – has long focused on housing rehabilitation for low- to moderate-income households.

We have found that McKenna “does what it takes” to accomplish our objectives, persistent in spite of changing funding levels, objectives, County staffing / administration, and increasingly tight spending deadlines. We have found their professionals to be sensitive and dedicated to our residents and responsive to our staff. In addition to serving as the CDBG administrator, McKenna has served as the City's planning consultant during the last three decades.

Typical roles required under our program that McKenna has successfully conducted are:

- Managing the annual application for funding process;
- Developing annual projects and qualifying the projects under the County's and HUD's regulations;
- Preparing and submitting required reports;
- Administering the housing rehabilitation program, from maintenance of files and intaking applications to administering construction contracts and submitting all paperwork for reimbursement;
- Administering “bricks and mortar” projects such as rehabilitation of City facilities, ADA-compliance improvements to public spaces, and the like.

In acknowledgement of the City's and McKenna's longstanding relationship, I offer this letter of recommendation. Please let me know if you have any questions; you may email me at DocD@GardenCityMI.org

Sincerely,

Dale “Doc” Dougherty
City Manager

LYON TOWNSHIP

Honoring Yesterday. Building Tomorrow.



January 14, 2020


To whom it may concern,

For over 20 years, McKenna has administered the Community Development Block Grant (CDBG) program for Lyon Charter Township. The minor home repair program has been in place since 2008, aiding low-income residents of the Township in making impactful investments into their homes. Projects that qualify for minor home repair funding include roof, window, or door replacements, HVAC, plumbing, or electrical repair, and other physical improvements that impact the quality of life of our residents.

Since the minor home repair program was initiated, McKenna has helped the Township distribute funding for 30 projects. McKenna's consultants have administered the program for the Township, including:

- Receipt of the applications from our residents;
- Vetting the applications for completeness and qualifications;
- Corresponding with contractors and evaluating project quotes;
- Awarding funds;
- Managing available Minor Home Repair budget;
- Reporting to Oakland County's CDBG Administrators.

We have been very satisfied with the service McKenna's team has provided for our residents in dispersing Lyon Township's minor home repair funds. The program has been administered in a timely, courteous, and professional manner; we are confident in the work that McKenna continues to perform for the Township and do not hesitate to recommend their services for administering a minor home repair program.


John Dolan
Supervisor


Michele Cash
Clerk


Patricia Carcone
Treasurer



58000 Grand River Ave. New Hudson, MI 48165 Phone 248.437.2240

John Dolan *Supervisor* - Patricia D. Carcone *Treasurer* - Michele Cash *Clerk*
Lise Blades *Trustee* - Kristofer Enlow *Trustee* - John Hicks *Trustee* - Sean O'Neil *Trustee*

www.lyontwp.org



Charter Township of Van Buren

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TRUSTEE
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TRUSTEE
Paul D. White

To whom it may concern,

In 2015, McKenna began the Property Maintenance & Blight Control CDBG program in Van Buren Township. The program has been immensely effective. During this time, we have observed visual improvements to neighborhoods throughout the Township. Since the inception of the program the McKenna team has accomplished the following:

- Issued notices to and had voluntary compliance with demolition of unsafe structures at 20+ properties.
- Issued notices to and had 40+ structures rehabilitated by property owners.
- Programmed CDBG funds and successfully used those funds to bid out and complete demolition activity at 21 properties.
- Have worked successfully with Wayne County for all of the demolitions.
- Have 40+ ongoing property rehab and demolition cases, actively working with property owners to get properties rehabbed and maintained.
- Filed the required quarterly reports and annual report required by Wayne County and HUD for compliance with their rules.

To fulfill these accomplishments, it's required McKenna to develop a close relationship with Housing & Urban Development (HUD), the Wayne County CDBG Program, and property owners in the Township. Fortunately for the Township, this close relationship and success have become a routine process for the Blight Control & Property Maintenance CDBG program at Van Buren Township. Therefore, we have found McKenna to be an invaluable component to our Blight Control & Property Maintenance CDBG Program.



Matt Best
Director of Public Services

