

MCKENNA

PROPOSAL TO PROVIDE

CDBG Minor Home Repair Administration

CITY OF NOVI, MICHIGAN



MARCH 23, 2023

Communities for real life.



MCKENNA

March 23, 2023

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 administration of the program for three years has been successful – to date, we have received over 60 applications and been able to authorize 35 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 Keesey, AICP, is a Senior Principal Planner and McKenna's GIS Manager and will continue to 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 Jane Dixon, a Senior Planner with McKenna who has been handling many of the day-to-day inquiries from Novi's residents and contractors for the past two years. Her knowledge and personable demeanor have 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 2022. 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.

HEADQUARTERS
235 East Main Street
Suite 105
Northville, Michigan 48167

○ 248.596.0920
F 248.596.0930
MCKA.COM

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In our administrative duties related to minor home repair programs, McKenna is responsible for vetting the credentials and references of independent contractors who submit bids for the work, ensuring that Oakland County Community Development Block Grant Procurement Guidelines are followed. Our proposal reflects our past experience and administration style for the City of Novi for the past two years and is intended to continue a similar administrative role for 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 take part in 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 nearly three years 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

A handwritten signature in blue ink, appearing to read 'John R. Jackson', written over a horizontal line.

John R. Jackson, AICP
President

Section IX. SERVICE AGENCY AND MUNICIPALITY CONTACT INFORMATION

SERVICE AGENCY

MUNICIPALITY

Name: McKenna

Name:

Representative Name: Brian Keesey, AICP

Representative Name:

Phone #: 248.596.0920

Phone #:

Address: 235 East Main Street, Suite 105

Address:

Northville, MI 48167

E-mail Address: bkeesey@mcka.com

E-mail Address:

IRS #: 38-2213606

Section X. CONTRACT ACCEPTANCE

The undersigned indicate by their signatures that they are authorized to act on behalf of their respective party in this capacity. CDBG funds may not be legally obligated until after the municipality has received the official award of funds letter for this program year.

SERVICE AGENCY

MUNICIPALITY

Name:

McKenna

Name:

Officer Name:

John R. Jackson, AICP

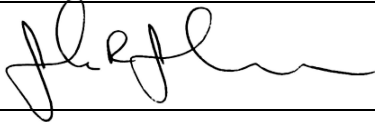
Officer Name:

Officer Title:

President

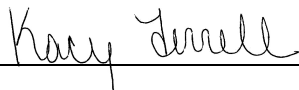
Officer Title:

Signature:



Signature:

Witnessed:



Witnessed:

Date:

March 23, 2023

Date:

**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 \$19,393.60
Labor & Materials	80% or more of program cost; see comments %	\$77,574.4 or more
TOTAL AMOUNT AVAILABLE FOR THE 2 YEAR PROGRAM*	100 %	\$ 96,968

* 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-to-project competitive bid award.

PROPOSAL SUBMITTED BY:

Name (printed) John R. Jackson, AICP

Title: President

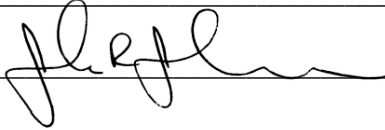
Company (Legal Registration) McKenna Associates, Inc.

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 March 23, 2023



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

2/24/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER McNish Group, Inc. 26622 Woodward Ave. Ste 200 Royal Oak MI 48067		CONTACT NAME: certs@mcnish.com PHONE (A/C, No, Ext): 248-544-4800 E-MAIL ADDRESS: certs@mcnish.com		FAX (A/C, No): 248-544-4801
		INSURER(S) AFFORDING COVERAGE		NAIC #
		INSURER A : The Hartford		
INSURED McKenna Associates, Inc. 235 E Main St, Ste.105 Northville MI 48167-2499		MCKEASS-02		
		INSURER B :		
		INSURER C :		
		INSURER D :		
		INSURER E :		
		INSURER F :		

COVERAGES

CERTIFICATE NUMBER: 331581892

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC ☐ OTHER:			35SBARU2022	1/1/2023	1/1/2024	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 \$
A	☐ AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY			35SBARU2022	1/1/2023	1/1/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☒ RETENTION \$ 10,000			35SBARU2022	1/1/2023	1/1/2024	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000 \$
A	☐ WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	☐ Y ☒ N	N/A	35WECPN2013	1/1/2023	1/1/2024	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

Information Only

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

10/27/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Professional Concepts Insurance Agency, Inc. 1127 South Old US Highway 23 Brighton MI 48114-9861		CONTACT NAME: Certs@pciaonline.com PHONE (A/C, No, Ext): (800)969-4041 FAX (A/C, No): (800)969-4081 E-MAIL ADDRESS: Certs@pciaonline.com	
INSURED McKenna Associates, Inc 235 East Main Street, Suite 105 Northville MI 48167		INSURER(S) AFFORDING COVERAGE INSURER A: XL Specialty Ins. Co. NAIC # 37885 INSURER B : INSURER C : INSURER D : INSURER E : INSURER F :	

COVERAGES**CERTIFICATE NUMBER:22-23 Connie Watts****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☐ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☐ LOC ☐ OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ ALL OWNED AUTOS ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ☐ NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB ☐ OCCUR EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☐ RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y / N ☐ N / A						PER STATUTE ☐ OTH-ER ☐ E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability			DPR5004469	10/1/2022	10/1/2023	Per Claim \$ 1,000,000 Ann Aggregate \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

For Informational Purposes Only

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Mike Cosgrove/SUNNY

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CDBG

Minor Home Repair Administration

CITY OF NOVI, MICHIGAN

PREPARED MARCH 23, 2023 BY

MCKENNA
235 East Main Street
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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.

HUD EXPERTISE

McKenna is a Midwest – based consulting firm with a 45-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.

PROJECT TIMELINE

The City of Novi's RFP describes ongoing administration services for the Community Development Block Grant (CDBG) Minor Home Repair program, 2022 Program Year. McKenna understands the awarded contract will be administered until June 30, 2024 or until the funding is expended if the contract is extended.

MINOR HOME REPAIR ADMINISTRATION EXPERIENCE

Our team now has nearly three years of experience administering the Minor Home Repair program for the City of Novi and believe we have developed relationships with residents, local contractors, and the City's staff. Several contractors have done repeated jobs, and multiple residents have already applied for a second year of funding. 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 other 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 Grand Rapids, 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 45-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 the Midwest. Anticipating and responding to change is a major distinction of McKenna's practice. Our innovation and depth of experience is a resource for public and private decision-makers; we are a corporation of 20-plus planners, building code experts, urban designers, and landscape architects formed under the laws of Michigan on May 2, 1978.

HEADQUARTERS

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Northville, MI 48167
O 248.596.0920
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GRAND RAPIDS

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E info@mcka.com

KALAMAZOO

151 South Rose Street
Suite 920
Kalamazoo, MI 49007
O 269.382.4443
F 248.596.0930
E info@mcka.com

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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

City of Novi, Oakland County, Michigan
Lyon Charter Township, Oakland County, Michigan
Van Buren Charter Township, Wayne County, Michigan
Garden City, Wayne County, Michigan

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

Alliance, Ohio (CP)	Lincoln Park, Michigan (CP and AI)
Ann Arbor, Michigan (AI)	Livonia, Michigan (CP)
Battle Creek, Michigan (AI, 2 CPs)	Macomb County, Michigan (CP)
Clermont County, Ohio (2 CPs, AI)	Midland, Michigan (AI)
Dearborn Heights, Michigan (CP and AI)	Michigan City, Indiana (AI)
East Lansing, Michigan (CP)	Saginaw, Michigan (CP)
Elyria, Ohio (CP and AI)	Sterling Heights, MI (AI)
Kalamazoo, Michigan (3 CPs)	Springfield, Ohio (CP)
Kent County, Michigan (AI)	Toledo, Ohio (CP)
Lima, Ohio (2 CPs)	Wayne County, Michigan (CP)

Housing Studies and Neighborhood Plans

Neighborhood Revitalization Plan, Bay City, Michigan
Comprehensive Housing Study, City of Battle Creek, Michigan
NSP2 Neighborhood Plan, City of Benton Harbor and Berrien County Land Bank, Benton Harbor, Michigan
Senior Housing Plan, Genesee County Metropolitan Planning Commission, Flint, Michigan
State-wide Senior Housing Study, Michigan State Housing Development Authority, Lansing, Michigan
Senior Housing Study, Dearborn Heights, Michigan
Senior Housing Market Analysis, Belleville, Michigan
Livingston County Housing Rehabilitation Program, Livingston County, Michigan
Romulus Residential Program, Romulus, Michigan
South End Neighborhood Revitalization Plan, Bay City, Michigan
Senior Housing Locational Analysis, Romulus, Michigan
Michigan State Housing Development Authority
Harmony Village Rehabilitation, Detroit, Michigan
Western V Community Conference Housing Study, Belleville, Michigan
Lincoln Park Housing and Community Development Program, Lincoln Park, Michigan
Senior Housing Action Plan, Fenton, Michigan
Housing and Community Development Plan, Romulus, Michigan
Hazel Park Housing Study, Hazel Park, Michigan
Highland Park Housing Assistance Plan, Highland Park, Michigan
Upper Floor Housing Study, Bay City, Michigan
Senior Housing Market Analysis, Ecorse, Michigan
Manchester Housing UDAG, Highland Park, Michigan
Housing Market Analysis, Frenchtown Charter Township, Monroe County, Michigan
Belleville Area Senior Citizens Non-Profit Housing Corporation, Belleville, Michigan
Addison Township Senior Citizen Non-Profit Housing Corporation, Lakeville, Michigan



AREAS OF SERVICE

Community Planning

- Master Plans (Cities, Villages, Townships, Counties and Regions)
- 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

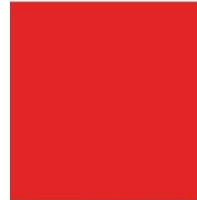
- Public/Private Partnerships
- Brownfield Redevelopment Planning
- Downtown Redevelopment Action Plans
- Corridor Redevelopment
- Tax Increment Finance Plans
- Grant Applications
- Redevelopment Project Management
- Market Studies: Retail, Commercial, Residential, Industrial, Institutional
- Redevelopment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

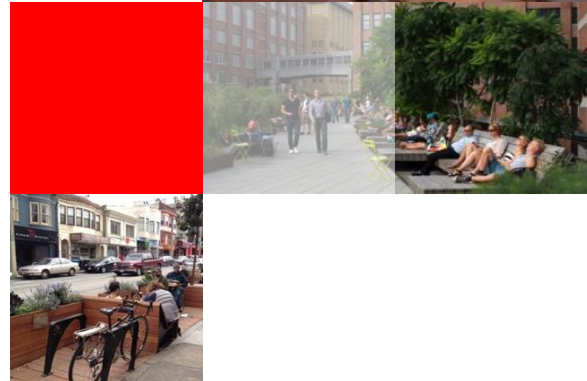
- Community Design Plans
- Placemaking Strategies
- Parks, Greens, Commons and Plaza Design
- Streetscape Design
- Site Planning
- Community Character Planning
- Historic Park Design
- Computer Visualization (before/after)
- Design Review
- Site Evaluation and Selection
- Design Manuals
- Neo-Traditional 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 & 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 roles and allocated 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 City.

Project Understanding

Having administered CDBG programs for communities in the Detroit metro area, including the City of Novi, 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 \$96,968 budget for the 2022 Program Year (July 1, 2022 – June 30, 2024), with administrative costs not to exceed the CDBG limit of 20% of the total program. Through our experience we understand that 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. 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 made changes to the evaluation procedure we are expected to follow, we are happy to operate under an established framework.

We are experienced in the bidding process and have developed relationships with qualified contractors. 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 State Historic Preservation review, County Environmental 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.

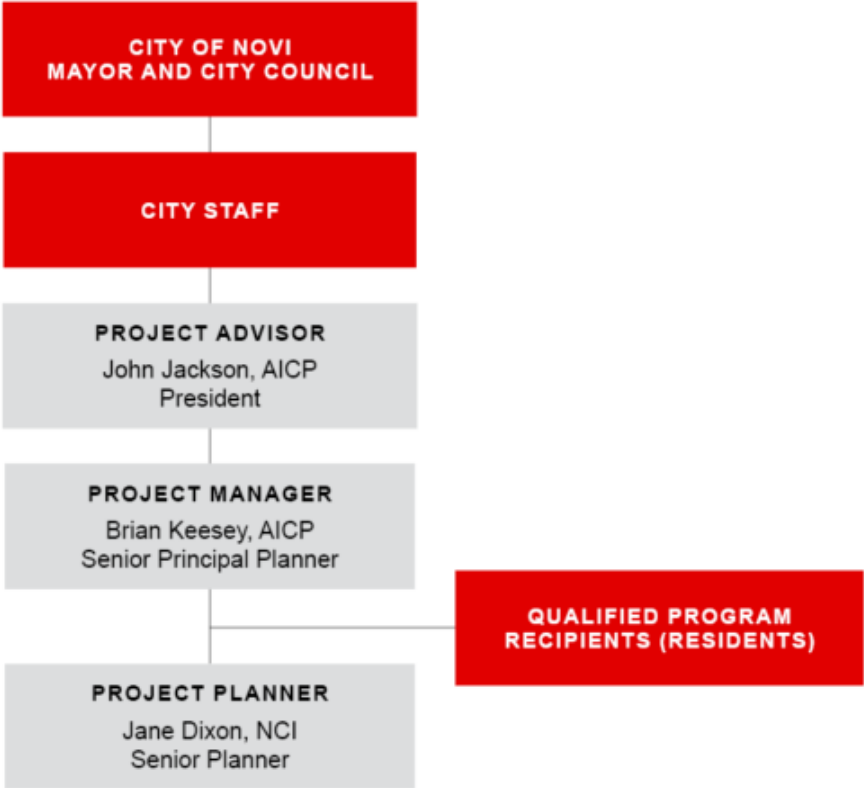
We are also intimately familiar with the annual and ongoing reporting requirements of the Oakland County CDBG program and will work with representatives of the County to provide the ongoing updates and information required to continue the City's program eligibility.

Project Organizational Chart

CDBG MINOR HOME REPAIR ADMINISTRATION

City of Novi, Michigan

- 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

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

Zoning

Provides on-site administration of zoning regulations. Researches topics and drafts zoning ordinance amendments, including regulation of signs, mining operations, and wind energy conversion systems. Presents recommendations to Planning Commissions and elected officials.

Comprehensive Planning

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

Demographic Trend Analysis

Conducts studies on the effects of neighborhood gentrification on businesses in established commercial corridors, analyzing occupancy changes over several decades against known indicators of gentrification.

Capital Improvement Programs

Leads 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. Implements 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

Researches and drafts ordinances to address changeable copy, electronic message boards, and content-neutral regulations, and presents to Planning Commissions and elected officials. Successfully coordinates the fabrication process, quality control, and installation of directional signage. 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 and collaborated with emergency response units, 911 call center, and law enforcement officials to ensure that all needs were met.

Geographic Information System (GIS) Analysis and Modeling

Provides analyses of U.S. Census data, consumer and market information, and development opportunities and patterns. Designs zoning and future land use maps for administration and comprehensive plans and develops online versions for public consumption using the ArcGIS Online platform. Administers databases of utility and infrastructure information. Completes numerous site surveys using GPS and Total Station software. Uses the resulting data to create Sketchup models and production graphics. Drafts site plans, engineering details and design documents using AutoCAD.



Jane Dixon, NCI

SENIOR PLANNER

EDUCATION

Master of Urban and Regional Planning
University of Michigan

**Bachelor of Arts in Political Science /
Bachelor of Arts in History**
Oakland University

HONORS

Certificate of Women in Leadership – Michigan Municipal League 16/50 Project
Michigan Association of Planning Student Project 2022 Award of Excellence

PROFESSIONAL EXPERIENCE

Public Engagement

Creates public engagement strategies centered on ensuring equitable, accessible, and continuous involvement from all segments of a community. Applies engagement best- practices through technology and in-person methods. Approaches public engagement creatively to ensure communication is designed for the unique needs of each initiative from master planning, zoning ordinance amendments, and special projects. Facilitates community wide planning and design charrettes, statistically valid surveys, and public workshops. Ensures that the vision of the community is incorporated into all planning outreach through communication guidelines.

Land Use Planning and Administration

Supports citizens and developers with information about land use and application procedures. Reviews small and large scale development proposals, site plans, and special use applications and recommends action to Planning Commissions and elected officials. Conducts agency review meetings, public hearings, and public input forums to ensure comprehensive analysis and sound planning and design principles. Streamlines application processes and establishes internal process improvements.

Zoning

Provides on-site administration of zoning regulations. Researches topics and drafts zoning ordinance amendments, including regulation of signs, marijuana-related businesses, and adaptive reuse. Presents recommendations to Planning Commissions and elected officials.

Comprehensive Planning and Recreation

Provides demographic analysis using U.S. Census data and market studies highlighting community trends for the municipality to address. Guides the creation of policies to support municipal development goals. Establishes land use trends and recommendations for future land use. Drafts market analysis of retail and housing sectors.

Administration and Program Management

Administers and manages state and federal grants for various municipalities. Provides support to residents and entities for efficient use of grant funds. Ensures compliance with all state and federal requirements for Community Development Block Grants.

MEMBERSHIPS

American Planning Association
Michigan Association of Planning

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 \$19,393.60 for the program year.

Our proposed staff members are at the Senior Principal and Senior 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	\$175	* 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, 2023, 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.
Executive or Senior Vice President	\$160	
Vice President	\$155	
Director	\$145	
Senior Principal or Manager	\$135	
Principal	\$130	
Senior	\$115	
Associate	\$100	
GIS Specialist	\$90	
Assistant	\$90	
Intern	\$75	
Administrative Assistant	\$75	
Consultation, preparation for, and sitting as expert witness in legal matters.	\$200	

References and Letters

Name of Project: Lyon Charter Township
Administration of Minor Home Repair Program (CDBG)
Contact: Michele Cash, Clerk
58000 Grand River Avenue
New Hudson, Michigan 48165
248-437-2240

Name of Project: Charter Township of Van Buren
Administration of Property Maintenance and Blight Control Program (CDBG)
Contact: Matt Best, Director of Public Services
46425 Tyler Road
Van Buren Township, Michigan 48111
734-699-8900

Name of Project: City of Garden City
Administration of Housing Rehabilitation Program (CDBG)
Contact: Dale "Doc" Dougherty, City Manager
6000 Middlebelt
Garden City, Michigan 48135
734-793-1600



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

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



Charter Township of Van Buren

BOARD OF TRUSTEES

SUPERVISOR
Kevin McNamara

CLERK
Leon Wright

TREASURER
Sharry A. Budd

TRUSTEE
Sherry A. Frazier

TRUSTEE
Kevin Martin

TRUSTEE
Reggie Miller

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