



Office of Rental Assistance and Homeless Solutions

Request for Proposal (RFP)

2023

HOME American Rescue Plan (HOME-ARP): **Non-Congregate Shelter Acquisition and Development**

735 E Michigan Ave
P.O. Box 30044
Lansing, MI 48909



TIMELINE

RFP Released	3/21/2023
RFP Webinar	4/4/2023
Phase I Letter of Interest Due	5/5/2023 (5pm EST)
Phase II Invitations	5/19/2023
Phase II Project Proposals Due	7/14/2023 (5pm EST)
Phase III Site Visits and Presentations	August
Projected Grant Start Date	September
Commencement of Construction or Rehabilitation	Within six months of grant signature date, no later than March 2024

GENERAL OVERVIEW

On March 11, 2021, President Biden signed the American Rescue Plan (ARP) into law, which provides over \$1.9 trillion in relief to address the continued impact of the COVID-19 pandemic on the economy, public health, State and local governments, individuals, and businesses.

To address the need for homelessness assistance and supportive services, Congress appropriated \$5 billion in ARP funds to be administered through HOME to perform four activities that must primarily benefit qualifying individuals and families who are homeless, at risk of homelessness, or in other vulnerable populations. These activities include: (1) development of affordable rental housing, (2) tenant-based rental assistance (TBRA), (3) provision of supportive services; and (4) acquisition and development of non-congregate shelter units. The program described in this notice for the use of the \$5 billion in ARP funds is the HOME-American Rescue Plan or "HOME-ARP."

The Michigan State Housing Development Authority (MSHDA) was allocated \$63,793,681 of HOME-ARP; of which, \$6 million is allocated to the acquisition and rehabilitation of Non-Congregate Shelter (NCS). [MSHDA HOME-ARP Allocation Plan](#)

The HOME-ARP Non-Congregate Shelter Acquisition and Rehabilitation Program (referred to as NCS throughout this document) is accepting funding submissions from eligible organizations to construct, rehabilitate, and/or acquire structures for the purposes of providing shelter to individuals experiencing homelessness. This opportunity is to promote an expansion of homeless services in a non-congregate setting. Through a competitive funding round, MSHDA's division of Rental Assistance and Homeless Services (RAHS) will award up to \$6 million to fund up to eight (8) projects, with no more than one project per Continuum of Care (CoC) or Balance of State CoC Local Planning Body (LPB), and with a maximum award of no more than \$1.5 million per project. This is a COST REIMBURSEMENT GRANT. Funds must be spent within three (3) years of the effective grant date.

Interested parties are strongly encouraged to review the [HOME-ARP NOTICE](#) and this document in its entirety to ensure eligibility and compliance with outlined project design. Lead Applicants must follow the Phase I submission instructions carefully. Phase I applications meeting selection criteria will be invited to submit further details under Phase II. Following Phase II submissions, the project pool will be further refined and a select number will be scheduled for presentations and site visits to complete Phase III of the RFP process. Please reference the timeline in this RFP for additional details.

WHAT IS NON-CONGREGATE SHELTER?

Historically, emergency shelter spaces have been designed to provide temporary accommodations for multiple individuals and/or families in a shared (congregate) space. This provides limited or no privacy for each household and usually requires households to share bathroom facilities. Non-Congregate Shelter (NCS) is a form of emergency shelter that also serves multiple households, but the space is designed to provide separation and privacy for each household served (individual or family), including access to a private full bathroom that is not shared with other households. The intent of NCS is to slow the spread of any illnesses and support the dignity of each household served by creating privacy during their emergency shelter stay.

WHO IS ELIGIBLE TO APPLY?

Lead Applicants for this RFP must demonstrate the following:

- 501(c)3 nonprofit status or identification as a local unit of government (LUG) that operates its principal place of business in the State of Michigan (a CoC/LPB, if incorporated as a 501(c)3 entity, is eligible).
- Active involvement in the CoC/LPB planning process.
- Effective experience in homeless service provision.
- Does not require program participants to complete any prerequisites to receive services (i.e., religious activities, sobriety treatment, etc.).
- Uses HMIS to produce quarterly reports (Domestic violence service agencies must use a comparable database).
- Participates in a Qualified Service Organization Business Associate Agreement (QSOBAA) to allow sharing within HMIS.
- Exhibits the financial capacity to administer funds as demonstrated through an audited federal financial statement.
- Has financial management systems in place such as cash receipts and disbursement logs, invoices, and cancelled check registers, etc.
- Employs staff who possess bachelor's degree in accounting or possess experience in accounting along with college accounting credits or a bookkeeper whose work is overseen by an accounting firm.
- Demonstrates effective community relationships, with the ability to collaborate, coordinate, and partner with other local organizations.
- Must agree to emergency shelter policies and practices as defined by MSHDA for the use of these funds:
 - Minimum habitability standards.
 - HUD's Equal Access Rule.
 - Avoidance of involuntary family separation.
 - Safe practices to reduce infectious disease transmission.
- Work in tandem with the Infection [Prevention Resource and Assessment Team \(IPRAT\)](#). This is a free, consultive, and non-regulatory program to help ensure effective infection prevention strategies in a variety of congregant setting.
- Demonstrates the ability to support the project as a **COST REIMBURSEMENT GRANT**.

Additional requirements and expectations are outlined below for any agencies that are party to or Lead Applicant for the project:

- Homeless Service Providers:
 - Experienced in providing assessments, referrals, and case management services specifically targeted to people who are homeless.
 - Experienced with successful HMIS data collection.
 - Ability to complete standardized assessments to help ensure that the right individual/family is getting to the right program to end their homelessness.
- Tribal Communities and Tribal Councils:
 - Per [24 CFR part 92](#) Final Rule for HOME, Tribal Communities or Tribal Councils may apply for HOME-ARP funds and be a subgrantee of MSHDA.
- Developers and Construction Companies:
 - Licensed in LARA; bonded and insured.
 - Has established a partnership with a CoC, LPB, local unit of government, homeless service provider, or Tribal Community or Tribal Council to facilitate operations.

NOTE: MSHDA reserves the right to evaluate the past performance of all recommended agencies and to approve or deny their participation.

ELIGIBLE COSTS

Per the HOME-ARP [NOTICE](#) (page 57), the following costs are identified as eligible:

- Acquisition Costs: Costs to acquire improved or unimproved real property.
- Demolition Costs: Costs of demolishing existing structures for the purpose of developing NCS.
- Development Hard Costs: Costs identified in [24 CFR 92.206\(a\)](#) to rehabilitate or construct NCS units, except costs must be for meeting the physical standards established in Section VI.E.7 of the [NOTICE](#) (page 55).
- Site Improvements: Costs to make improvements to the project site, including installation of utilities or utility connections, and the construction or rehabilitation of laundry, community facilities, on-site management, or supportive service offices.
- Related Soft Costs: Reasonable and necessary costs incurred by the purchaser and owner associated with the financing, acquisition, and development of NCS projects, including costs identified in [24 CFR 92.206\(d\)](#) *with the following exceptions*:
 - Costs to provide information services such as affirmative marketing to prospective homeowners and tenants are not eligible.
 - Costs of funding an initial operating deficit reserve are not eligible.
 - Costs of project-specific assistance to community housing development organizations, including technical assistance and site control loans or seed money loans as specified in [24 CFR 92.301](#) are not eligible.
- Replacement Reserve: (No more than 10% of the total grant request) Costs to capitalize a replacement reserve to pay the reasonable and necessary costs of replacing major systems and their components whose useful life will end during the restricted use period. Major systems include structural support,

roofing, cladding, and weatherproofing, plumbing, electrical and HVAC. The costs of replacing major systems must be determined through a Capital Needs Assessment or documented in writing after an inspection by MSHDA or a MSHDA-selected contractor to assess the remaining useful life of major systems expected upon completion of the NCS project. The costs of a replacement reserve must be included in the project budget in the written agreement along with a list of major systems to be replaced with the reserve and projected replacement schedule during the restricted use period (i.e., reserve for replacement analysis).

INELIGIBLE COSTS

Per the HOME-ARP [NOTICE](#) (page 57), the following costs are identified as ineligible and must be supported in other ways within the Lead Applicant’s operating budget.

- Non-congregate shelter operations and supportive services are not eligible expenses within NCS funding. Other funding sources must be documented in the Lead Applicant’s operating budget to support NCS operations and supportive services funding for all proposed NCS units.
- Costs to convert NCS units following the minimum use period. Other funding sources must be documented in the Lead Applicant’s operating budget to support the cost of conversion.

WHAT ARE THE DESIGN OPTIONS FOR THIS APPLICATION?

NCS project proposals must be based on one of the three options noted below. Every option must focus on creation of new NCS spaces, increasing the availability of NCS for the associated CoC or LPB:

- Rehabilitation and/or Construction Only – A project proposal that outlines costs related to rehabilitation of an existing structure owned by the applicant; and/or building on a vacant property; and/or expanding an existing structure. A project proposal under this definition would not be utilizing any funds for acquisition.
- Acquisition Only – A project proposal that outlines costs related to purchasing vacant land or structures for the purposes of NCS. This option does not include any costs for rehabilitation or construction.
- Acquisition with Rehabilitation and/or Construction – A project proposal that outlines costs related to both the purchase and rehabilitation and/or construction of vacant land or improved parcels (properties with existing structure(s) and/or utilities).

Regardless of the design option chosen, the project proposal must indicate whether there is an intention to convert the NCS units following the minimum use period.

Project Type	Minimum Use Period
Acquisition Only	3 Years
Moderate Rehab	5 years if Total Investment <75% Appraised Value
Substantial Rehab	10 years if Total Investment >75% Appraised Value
New Construction	10 years

Conversion Options Following Minimum Use Period

- Remain as HOME-ARP NCS as originally developed.
- Be used as NCS under ESG.
- Be converted to permanent affordable housing.
- Be converted to CoC permanent housing.

HOW WILL PHASE I APPLICATIONS BE EVALUATED?

Agencies must be able to mobilize quickly to manage and facilitate the project. All funding reservations are at MSHDA’s discretion and will be determined by a competitive scoring process. The funds will have a preference for counties that do not currently have emergency shelter facilities.

PHASE I SCORING PARAMETERS		
Scoring Criteria	Parameters	Potential Points
Financial Feasibility	<ul style="list-style-type: none"> ● Proposed project budget supports the scope of the work. ● Indicate that the capacity to implement this project on a cost reimbursement basis, as necessary. ● Address the ability to support the ongoing management of the new NCS through the minimum and restricted use periods. ● Identify potential funds to be leveraged. 	25
Project Feasibility	<ul style="list-style-type: none"> ● Identify the type of project to be completed. ● Indicate the ability to support the project through to its completion by identifying organizational capacity. ● Identify an intention to convert. ● Identify potential community partnerships. 	25
Community Need	<ul style="list-style-type: none"> ● Identify a qualifying population and prioritization method. ● Statement of community need with data sources both qualitative and quantitative. ● Identify a location and whether there is an existing emergency shelter in the area. 	30
Organizational Capacity	<ul style="list-style-type: none"> ● Qualified staff to complete the project. ● Adequate systems and processes in place to support monitoring expenditures and fiscal controls. ● Capacity to manage grant funds. ● Indicate experience with building projects and contractors. ● Indicate experience in operating emergency shelter and/or experience providing services to Category 1 homelessness 	20
	TOTAL POINTS	100

IF SELECTED, HOW WILL FUNDS BE ACCESSED?

MSHDA will award funds to the Lead Applicant. NCS funding is structured as a **COST REIMBURSEMENT GRANT**. The awarded applicant will act as fiduciary for NCS funding, submitting invoices for eligible expenses and providing reimbursement to the project partners. No advanced funds will be provided. Additional guidance will be provided by MSHDA prior to grant start date.

NOTE: Funding will not be awarded directly to the contractors due to eligibility (must be a 501c3 or local unit of government).

LEVERAGE – USING PUBLIC AND PRIVATE SOURCES

NCS operations and supportive services are not eligible expenses within NCS funding. Other funding sources must be documented in the operating budget to support NCS operations and supportive services funding for all proposed NCS units.

MSHDA supports the formation of partnerships to increase investments from public and private sources to supplement the project cost and reduce the need for grant funding. Leveraged funds will be a factor within the competitive evaluation process and applicants should consider the following:

- Leveraging can include documented local initiatives, donations, land contributions, property acquisition and/or demolition costs, and other in-kind donations.
- Where eligible, use of other grant programs and local ARP funds to support NCS development and/or operations are encouraged.
- Leveraged funds must be formally documented in Phase II of the RFP process and incurred after the written agreement effective date.
- Lead Applicant has other resources identified to fund shelter operations.

ADDITIONAL NCS PROGRAM REQUIREMENTS, LIMITATIONS, AND PARAMETERS

Lead Applicant Responsibilities:

- No more than one (1) award per CoC or Local Planning body will be reviewed.
- If selected, MSHDA will require ongoing progress reports, photographs, written program guidelines, approval of design and construction, approval of contractor, regular monitoring through the minimum and restricted use time periods.
- Awardees will use MSHDA's online system, IGX, for grant management.
- Contractors selected for the project must be bonded, licensed, insured, and be a registered business entity in the State of Michigan.
- No costs incurred prior to approval and execution of a written grant agreement will be reimbursed.
- Costs associated with acquisition/demo or land development prior to the approval and execution of the written grant agreement will not be reimbursed.
- All properties will have a filed deed restriction completed prior to NCS development that remains in place through the restricted use period for the NCS units as outlined in the [NOTICE \(page 61\)](#).

Shelter Space Requirements:

- NCS units should be in areas where amenities are easily accessible to clients including public transportation (where applicable), hospitals and or clinics, schools, and grocery stores.
- Every unit **MUST** contain its own bathroom with a shower and or tub, and smoke and carbon monoxide detectors.

- Every unit **MUST** have four (4) walls appropriate ventilation for the bathroom and a door that can be locked for the household's privacy and safety.
- Every unit **MUST** adhere to the ESG minimum habitability standards in addition to the above items.

Project Proposals:

- Awarded applications must demonstrate the development of new and increased number of NCS units for the associated CoC or LPB. (Phase I)
- The units must serve clients that fall within the 4 qualifying populations (QP). Project proposals **MAY** indicate **Prioritization** but may not **Preference** one QP over another. Please see [NOTICE](#) (page 3) for definitions. (Phase I)
- Must include a statement on the Lead Applicants intent to convert following the minimum user period. **Conversion is not a requirement of this project.** (Phase I)
- If the Lead Applicant intends to acquire vacant or improved land, it may need to be zoned appropriately for homeless services. Communicate with the local planning offices to help anticipate zoning processes for a parcel if necessary. (Phase II)
- Must include evidence of environmental assessments as required by the [NOTICE](#) (page 70). (Phase II)
- Must demonstrate ability to support the project as a **COST REIMBURSEMENT GRANT** (Phase II)
- Approved projects **MUST** commence construction and rehabilitation within six (6) months of the signed grant agreement.

NON-CONGREGATE SHELTER REQUEST FOR PROPOSALS:

PHASE I

INSTRUCTIONS TO UPLOAD PHASE I LETTER OF INTEREST

Proposals must be submitted online via MSHDA's established SharePoint site. Submitting a letter of interest is a two-step process.

1. At [HOME-ARP \(michigan.gov\)](https://www.michigan.gov/home-arp) is an electronic link to submit Lead Applicant information. Once the applicant information is completed, click Submit.
2. After submitting, check the submitted email for one reply email; this will direct the recipient to a link to upload the attachments and an outline of how to name the attachments. Letter of Interest and Required Attachments **must be submitted in the format outlined**. Incomplete submissions will not be reviewed. All submissions are considered public information and are subject to discovery under the Freedom of Information Act (FOIA)

Please email any questions to mcneelyj2@michigan.gov with the subject line HOME-ARP NCS Questions.

REQUIRED ATTACHMENT INSTRUCTIONS

All Phase I applications will receive an acknowledgement of receipt. Applications will be scored according to the parameters outlined in this RFP and with consideration of geographic dispersion. Approval of this phase will initiate an invitation to Phase II application. See the timeline at the top of this document and the Phase II description in the following section for more information.

Required Documents

While the upload link is accessible throughout the entirety of Phase I, all applicants are highly encouraged to prepare all narratives, letters, maps, and photos required prior to beginning the attachment upload.

Attachment 1: Letter of support from the Continuum of Care (CoC) or Local Planning Body (LPB)

- The scope of this project is limited to one (1) approved project per CoC or LPB. MSHDA is encouraging interagency collaboration for the purposes of this project. CoCs and LPBs must determine locally which project to recommend for this grant. MSHDA will not review multiple agency applications from the same CoC or LPB.

Attachment 2: Proof of 501c (3) – where applicable

Attachment 3: Letter of interest with paragraphs detailing the following items:

- Lead Applicant Information - Name of organization, contact name, address, email, and phone number.
- Statement detailing proposed project.
- Estimated budget.
 - In seeking estimates, it is recommended that full, detailed estimates are sought from contractors. Availability and access to contractors may create delays that could impede the ability to submit an estimated budget for the project. From RFP Launch to Phase II due date is 4 months.

- Applicants are welcome to utilize the optional budget template provided as a separate document on the HOME-ARP website.
- Replacement reserve (as defined in the notice and in this RFP) cannot be more than 10% of the projected project budget.
- Location of proposed project (city and county).
 - Include if a site has been identified. If a site has not yet been identified, outline a plan for identifying a site for the NCS units.
- Identify project design as Acquisition Only, Rehabilitation and/or Construction Only, or Acquisition and Rehabilitation and/or Construction (see definitions above).
- Approximate number of additional NCS units as a result of the project (must indicate current number of emergency shelters in proposed service area).
- Indicate if the proposed NCS units intend to be converted following the minimum use period.
 - Remain as HOME-ARP NCS as originally developed.
 - Be used as NCS under ESG.
 - Be converted to permanent affordable housing.
 - Be converted to CoC permanent housing.
- Proposed qualifying population to be served and prioritization method.
- Statement of current and future need based on relevant data sources, including but not limited to HMIS (Housing Inventory Chart, Point In Time Count), Coordinated Entry System inflow/outflow, focus groups or listening sessions, and other types of qualitative data.
- Capacity: Briefly state how the Lead Applicant intends on supporting the ongoing management of the new NCS units – identify the potential resources of support both financially and human. Additional, specific information will be required for Phase II.
- Describe current homeless shelter operations. List the types of emergency shelter provided, number of clients annually served, and supportive services provided.
- Describe the organizational capacity of the Lead Applicant and project collaborators.
 - Adequate systems and processes in place to support monitoring expenditures and fiscal controls.
 - Capacity to manage grant funds.
 - Indicate experience with contractors and building projects.
 - Experience in providing services to the identified qualifying population(s) and category 1 homeless.

UPLOAD INSTRUCTIONS

- All documents must be in .pdf format. If creating from Microsoft Word, click File, then Save as PDF.
- File names must have Lead Applicant name and attachment name:
Ex: MSHDA CoC Letter of Support
- Any additional documents the Lead Applicant deems to be relevant for Phase I must also be titled with the organization name and document type.

PHASE II

(Pending approval of Phase I application)

SUBJECT TO CHANGE. ANY UPDATES TO PHASE II WILL BE PUBLISHED ON THE MSHDA HOME-ARP WEBSITE AND COMMUNICATED TO ALL INTERESTED PARTIES.

Phase II uploads are by invitation only. Read the requirements of each attachment carefully. Approved applicants are encouraged to prepare all narratives, letters, maps, and photos required prior to beginning the attachment upload. Attachments 2 and 3 may be uploaded as a PDF (preferred) or a Microsoft Word Document. All required letters must be on letterhead and signed.

Scoring parameters for Phase II applications will be released in conjunction with invitations to Phase II and will align with the submission items outlined below. Phase II applications will not exceed the \$6,000,000 allocation for HOME-ARP NCS and support geographic dispersion needs.

Attachment 1: Documentation of Collaboration and Commitments (MOUs, Commitment Letters, Letter of Intent, Letters of Support)

- All submitting agencies should seek support from established partnerships within the community, i.e., area businesses, neighborhood organizations, surrounding area non-profits.
- For projects involving acquisition, a notice of intent to purchase or sell signed by both parties must be uploaded in this phase.
- If leverage funds are listed in Attachment 6, Project Budget, letters of commitment (signed and dated within 120 days) must be submitted.
- If the project is collaborative, MOUs between organizations must also be attached.

Attachment 2: COMMUNITY NEED - Maximum four pages – Standard Font

Provide a focused and well-defined narrative detailing the specific goals and outcomes that will be accomplished and benefit the community. Priority will be given to projects that can document a community need for NCS units.

- What are the specific projected outcomes for the community?
- How will those outcomes be measured and what kind of catalyst effect is anticipated?
- How will the project address current and/or future homeless client's needs?
- Will the project be sustainable through the minimum and restricted use periods? Describe how the budget will be able to maintain these units through those periods.
- Describe the intention to convert following the minimum use period. All project proposals that indicate conversion must also state what kind of conversion (within what is allowed per the [NOTICE](#) (page 63)) and what community impact that conversion will have.
- What is the short-term and long-term impact of the project?
- How will the project provide a regional benefit?
- Will the project lead to capacity building and/or partnerships? Who are the identified partners?
- If the project is an expansion, do homeless shelter operations currently provide supportive services to clientele?
 - Explain how those services bear in mind the culture and community.
 - If this is a new shelter, what is the intention to provide supportive services that are in alignment with current best practices and aligns with the community and cultural needs?

Attachment 3: PROJECT DESCRIPTION – Maximum six pages – Standard Font

Provide a clear description of the proposed project.

- Is there a site identified? If so, list legal ownership, infill or new construction, zoning, and infrastructure status (road conditions, water/sewer on site). If not identified, what is the plan for identifying a suitable site and securing ownership? Consider State and Local Land Bank properties.
- Provide the following confirmed or anticipated site detail, if applicable. List lot acreage, lot dimensions, tree covered, or lot cleared and graded, municipal water and sewer, infrastructure connected to site, road conditions (public, private, recently resurfaced, etc.). Is the previous use of this site known? Has there been an environment assessment done on the site? Is the proposed site in a flood plain? If a site is not selected, what type of site is being sought?
- Neighborhood Composition: Please describe area amenities (schools, shopping, health care, etc.) and accessibility to the clients that will be served with NCS units. The descriptions should be reflected in photos in Attachment 5.
- Has the organization solicited proposals from contractors? If so, what parameters are being utilized to ensure cost reasonableness? What contractors have been contacted and what was the outcome?
- List details on anticipated NCS units – square footage per unit, bathroom design, fire suppression and CO detectors, ventilation, etc.
- What is the design criteria and approval process for final plans?
- Provide the anticipated timeline for implementing the program within the 3-year grant term. Include proposed dates for research, bids, environmental reports, zoning, architecture, begin dates, final dates of rehabilitation, acquisition, etc.
- Approved projects MUST commence construction and rehabilitation within six (6) months of the signed grant agreement.

Attachment 4: AUTHORIZING RESOLUTION

- A certified copy of a formal resolution of the organization authorizing the grant application, signed by the Lead Applicant's Executive Director/President or General Partner/Manager/Authorized Member
- If the Lead Applicant is a local unit of government (LUG), a certified copy of a formal resolution of the governing body is required.

Attachment 5: OVERVIEW MAP/PHOTOS OF PROPOSED SITE AND AREA AMENITIES

Attachment 6: PROJECT BUDGET

Prepare a comprehensive, detailed projected budget, include all associated costs for the project design. List all funding required for the project by line item. In the projected budget, headings should include: Activity, Proposed NCS Grant Amount, Leveraged Funds, and Source of Leverage. Sources of leverage can be specific entities or local/state/federal funding, however, only formally committed sources should be included. Quotes from selected contractors must not be expired and submitted with the budget. They can be submitted as separate named documents.

Attachment 7: SHELTER OPERATION BUDGET

Submit an operations budget for the proposed NCS units, reflective of the staff and services necessary to operate the NCS units as designed. If the proposed NCS project will expand existing emergency shelter operations, submit the current operational budget in addition to the proposed operations budget for the NCS units. Include current and future budgets for staffing, transportation, professional services, rent or mortgage (where applicable), maintenance, insurance, taxes, supplies, food, etc. All funding streams, current and anticipated

must be included. Include a narrative on how the Lead Applicant anticipates supporting the cost reimbursement basis of the Grant.

PHASE III
(Pending approval of Phase II application)

SUBJECT TO CHANGE. ANY UPDATES PHASE III WILL BE PUBLISHED ON THE MSHDA HOME-ARP WEBSITE AND COMMUNICATED TO ALL INTERESTED PARTIES.

Phase III is by invitation only and is designed to a be site visit and final presentation before awards are announced. A comprehensive list of expectations will be provided to the invited applicants.

- Visit the site(s) that the units will be located.
- In-person to meet the subgrantees that will be overseeing the project.
- Final presentations of architectural renderings.
- Final budget submission including any updated quotes from selected contractors.
- Final projected project start and finish dates.