

Toolkit for Community Organizations Acquisition of City Property for Development

Version 1.0

Developed by the Expediting New Community Initiatives Project

- Local Initiatives Support Corporation (LISC)
- City of Chicago
- Civic Consulting Alliance (CCA)





The purpose of this toolkit is to provide a high level guide to community organizations working with multiple City departments

What and how to use this Document

- General guide to City processes and procedures when acquiring City property or working across multiple City departments.
- Checklist for materials that will be required during different steps of the process so that they can be worked into project planning.
- A general resource for project planning and implementation.

What this Document is NOT

- A guarantee that if all steps are followed, projects will be successful, since all projects have different sets of issues.
- All-encompassing; some steps may have been omitted for specific project types.
- A final draft; the goal is to update this document as additional findings are uncovered or as policies and ordinances change.
- A comprehensive description for all processes and all City departments.

Who Created it

- The Expediting Projects Initiative is a joint endeavor of LISC, the City of Chicago and the Civic Consulting Alliance, with funding from the MacArthur Foundation.
- It is a result of lessons learned after six months of working closely with, and expediting City processes for, two community organizations undergoing redevelopment projects.



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List of Acronyms and Phone Numbers

Acronym	Meaning	Phone
TIF	▶ Tax Increment Financing	
RFP	▶ Request for Proposal	
DOH	▶ Department of Housing	(312) 742-8400
DPD	▶ Department of Planning and Development	(312) 744-4190
CDOT	▶ Chicago Department of Transportation	(312) 744-3600
DCAP	▶ Department of Construction and Permits	(312) 744-3449
DOE	▶ Department of Environment	(312) 744-7606
CDC	▶ Community Development Commission	
IGA	▶ Mayor's Office of Intergovernmental Affairs	(312) 744-9500
RDA	▶ Redevelopment Agreement	
IHDA	▶ Illinois Housing Development Authority	(312) 836-5200
M/WBE	▶ Minority and Women Owned Business Enterprises	
MOWD	▶ Mayor's Office of Workforce Development	(312) 746-7777
PIN	▶ Parcel Index Number	
EDS	▶ Economic Disclosure Statement	
DOL	▶ Department of Law	(312) 744-6900
DOB	▶ Department of Buildings	(312) 743-3600

Acquisition of City Property – A Developer’s Toolkit

- ▶ There are two different ways to acquire property from the City of Chicago for redevelopment projects:
 - Negotiated Sale – for use if business/private entity, organization or individual approaches City for purchase of City-owned land at a specified price.
 - Request for Proposal (RFP) – City Department seeks proposals from various entities, organizations or individuals for the purchase of a particular parcel(s) or privately held parcel for which the City has acquisition authority over.

- ▶ This document outlines three City processes: **Negotiated Sale**, **TIF application**, and **RFP**. Typical timelines are also included, but these vary widely depending on each project and are meant to be only a guide.

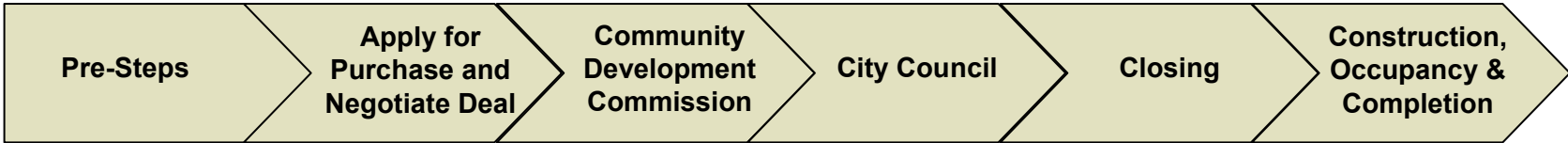
- ▶ If land is acquired from the City, organizations will most likely work with the following departments, depending on project type:

Project Type*	Departments Required
Residential	Department of Housing (DOH), Department Planning and Development (DPD)
Retail/Commercial	DPD
Mixed Use	DPD, DOH (for monitoring and affordable unit cost approvals)

Important Notes:

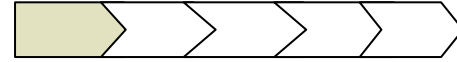
- All projects require Aldermanic Support to proceed
- All projects will require coordination with the Department of Construction and Permits (DCAP) as well as the Department of Transportation (CDOT) for plan review
- All projects qualifying as “green” (LEED certification) will require special coordination with DCAP.

NEGOTIATED SALE



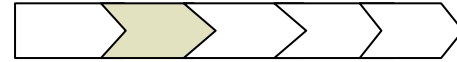
Participants	<ul style="list-style-type: none"> • Developer • DPD 	<ul style="list-style-type: none"> • Developer • DPD • DOH • DCAP • DOE 	<ul style="list-style-type: none"> • Developer • DPD • DOH • CDC 	<ul style="list-style-type: none"> • Developer • City Council • Department of Law (DOL) • Intergovernmental Affairs (IGA) 	<ul style="list-style-type: none"> • Developer • DOL 	<ul style="list-style-type: none"> • DOH • DPD • Buildings (DOB)
Description	<ul style="list-style-type: none"> • Concept Development • Funding • Community Support • Conceptual Drawings 	<ul style="list-style-type: none"> • Developer submits application to DPD for review • Initial meetings between DPD and Developer • DPD orders Property title, survey, and appraisal 	<ul style="list-style-type: none"> • If DPD approves, project goes to CDC • If CDC approves, project goes to City Council • Final arch. Drawings 	<ul style="list-style-type: none"> • Redevelopment Agreement (RDA) negotiated and completed • Good Faith Deposit • Submit permit application 	<ul style="list-style-type: none"> • RDA executed 	<ul style="list-style-type: none"> • Monitor compliance with RDA • DPD issues Certificate of Completion • DOB issues Certificate of Occupancy
Typical Timing*	6-8 weeks (depends on developer)	6-8 weeks (depends on developer)	8 weeks (4 weeks for public advertising)	8 weeks	4-8 weeks	TBD

* This is an "ideal" timeline – each project may vary based on developer timeline and individual project issues



Pre-steps: A community development organization should complete the following:

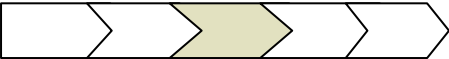
- ▶ Develop a Concept: include project description and identify all community benefits.
- ▶ Line up Aldermanic support, e.g., letter from Alderman (projects do not move forward without this).
- ▶ Determine whether City property is available. Call DPD at 312-744-0606 and ask to speak with the designated Project Manager by providing the property address to determine whether:
 - Project will use the property for its highest and best use;
 - Proposed use is in keeping with the plan for the area;
 - Any potential zoning issues exist;
 - Other developers are likely to be interested in the property (e.g., if a developer owns an adjacent site and needs the City parcel for assemblage); and,
 - “Landmark” status
- ▶ Put together a preliminary budget, including potential funding sources (e.g., DOH, IHDA, Private, Foundations, etc.).
- ▶ Hire an architect to complete preliminary conceptual drawings and/or renderings.
- ▶ Determine whether your organization should partner with another for additional skills or experience (e.g. developer consultant)
- ▶ Present project to DPD and request Negotiated Sale Application or download from:
http://egov.cityofchicago.org/webportal/COCWebPortal/COC_EDITORIAL/negsale_appandoverview.pdf.



Apply for Purchase & Negotiate Deal

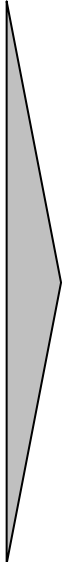
Responsibility	Work Steps	Months*							
		1	2	3	4	5	6	7	8
Developer	<ul style="list-style-type: none"> ▶ Complete Negotiated Sale Application, including <ul style="list-style-type: none"> – Organization and property information, including proposed purchase price (must be verified by City ordered appraisal) – Project description, including community benefits – Submit Pro Formas, including sources and uses of funds – Complete conceptual site plans, floor plans and elevations – Complete Economic Disclosure Statement – Attach Principal Profiles – Developer Disclosure Affidavit 								
DPD	<ul style="list-style-type: none"> ▶ Conduct internal reviews and determine if project should move forward <ul style="list-style-type: none"> – Order property appraisal, title reports and survey – Conduct detailed application analysis, submit for internal approvals – Confer with others, as necessary 								
DPD/Developer	<ul style="list-style-type: none"> ▶ Negotiations of redevelopment terms ▶ Make appropriate changes to application as necessary 								
DPD	<ul style="list-style-type: none"> ▶ Final reviews and determination to move forward to CDC 						◆		

Note: this is an “ideal” timeline – each project may vary based on developer timeline and individual project issues



Once DPD approves the Negotiated Sale, the application goes before the Community Development Commission (CDC)

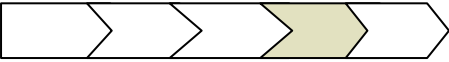
Responsibility	Work Steps	Months*	
		1	2
Developer	▶ Submit all materials required by CDC (see checklist at right)		
CDC	▶ CDC meeting – Project review and approval		
DPD	▶ Conducts public advertising		
Developer	▶ Provides “Good Faith” deposit, if approved		



- Community Development Commission (CDC):
Developer Submission Requirements Checklist**

 - ▶ Applicant’s Financial Statement
 - ▶ Organizational and Operating Documents of Purchasing Entity
 - ▶ Economic Disclosure Statement Affidavits
 - ▶ Copy of Residential Developer license (if proposed project includes residential use)
 - ▶ Letter of Interest From Financing Sources (if project is to be bank financed)
 - ▶ Copies of Notification Letters to be Sent to M/WBE Contractors’ Associations
 - ▶ Needs Assessment Form to be submitted to the Mayor’s Office of Workforce Development
 - ▶ Preliminary Site Plan, Floor Plans, Elevations and Renderings
 - ▶ Letter of Support from Local Alderman

Note:
 This is an “ideal” timeline – each project may vary based on developer timeline and individual project issues
 Public comments will be sought during CDC meeting. Developer and architect should be present and prepared to answer any questions.



After CDC approval, the application goes before City Council

Responsibility	Work Steps	Months*		
		1	2	3
Developer	<ul style="list-style-type: none"> Submit all materials required by City Council (see checklist at right) 			
IGA/Law	<ul style="list-style-type: none"> Create, review, and finalize Redevelopment Agreement (RDA) terms Ensure Economic Disclosure Statements (EDS's) are complete 			
City Council	<ul style="list-style-type: none"> Ordinance introduction at City Council Ordinance goes to Committee for further review City Council approves or denies 			

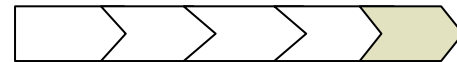


**City Council:
Developer Submission Requirements Checklists**

- ▶ Offer to Purchase and Good Faith Deposit
- ▶ Detailed Project Budget (including M/WBE project budget if applicable)
- ▶ Current Financial Statements
- ▶ Recertify Economic Disclosure Statements (if older than 3 months)
- ▶ Ensure all payments to the City as well as child support checks are paid for all members of organization (City will run scofflaw and child support checks)

Note: this is an "ideal" timeline – each project may vary based on developer timeline and individual project issues

Note: City Council does not meet in August – if introduced in July, process will take an additional 4 weeks

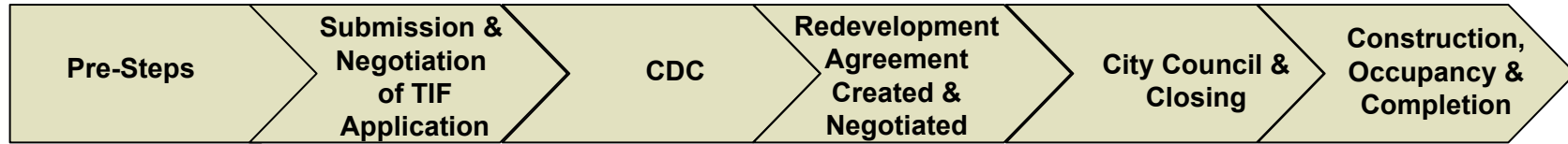


Closing

- ▶ Requirements:
 - Letters of commitments from funders, including Proof of Equity;
 - Permit application must be at least 85% of the way through the process.
 - MBE/WBE compliance hearing with DOH;
 - Final RDA agreement and execution; and,
 - Additional Legal Documents (as applicable).
- ▶ All parties must be present at closing.
- ▶ Estimated closing timeline can take up to eight weeks.

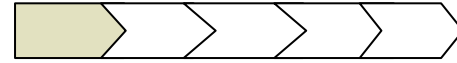


TIF APPLICATION



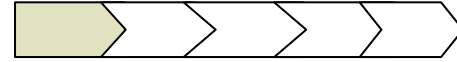
	Pre-Steps	Submission & Negotiation of TIF Application	CDC	Redevelopment Agreement Created & Negotiated	City Council & Closing	Construction, Occupancy & Completion
Participants	Applicants, DPD, TIF Consultant	Applicants, DPD	Applicant, DPD, CDC	Developer, City Council, DOL	Developer, DOL, IGA	DOH, DPD, DOB
Description	<ul style="list-style-type: none"> • Concept Development • Funding • Community Support • Conceptual Drawings • TIF financial and timing projections 	<ul style="list-style-type: none"> • Applicant submits application to DPD for review • Initial meetings between City and Applicant 	<ul style="list-style-type: none"> • If DPD approves, project goes to CDC • If CDC approves, project goes to City Council 	<ul style="list-style-type: none"> • RDA negotiated and drafted • Good Faith Deposit submitted (if City land involved) 	<ul style="list-style-type: none"> • RDA executed • Submit permit application • Deal closed 	<ul style="list-style-type: none"> • Monitor compliance with RDA • DPD issues Certificate of Completion • DOB issues Certificate of Occupancy
Typical Timing*	8-10 weeks (Dependent on Applicant and Complexity of Project)	6-8 weeks (Dependent on Applicant)	8 weeks	12-16 weeks	12 weeks	TBD

* This is an "ideal" timeline – each project may vary based on developer timeline and individual project issues



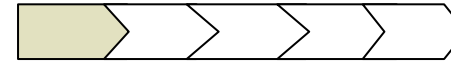
Pre-Steps: An introductory meeting should be convened prior to formal submission of the TIF application

- ▶ Develop a Concept: include project description and identify all community benefits.
- ▶ Determine available City land for project and choose a site (if land is needed).
- ▶ Line up Aldermanic support (projects do not move forward without this) as well as community support.
- ▶ Determine whether City property is available and in which TIF district it is. Call the main number at DPD (312-744-0606) and provide property address to identify current plans for the property, including:
 - Whether your project will be using the property for its highest and best use;
 - If other developers are likely to be interested in the property, if a developer owns an adjacent site and needs the City parcel for assemblage;
 - Whether proposed land use is in keeping with both the plan for the area and the TIF district land use plan;
 - Any potential zoning issues; and,
 - “Landmark” status of any buildings on the property (if applicable) – “orange” building status can delay timelines by up to six months. Follow this link to determine the status of a building: <http://www.cityofchicago.org/Landmarks/CHRS.html>.
- ▶ Put together a preliminary budget, including potential funding sources (e.g., DOH, IHDA, Private, Foundations, etc.). **Please note: the TIF program is a reimbursable program – financing must cover all costs prior to reimbursement.**
 - Identify amount of TIF assistance required – note that TIF funds cannot be used for new construction with the exception of low-income and affordable housing projects (see page 14 for a list of all eligible TIF expenses).
 - Note that TIF assistance may only be used to pay for eligible costs in accordance with Illinois statutes and applicants must demonstrate a financial need for TIF assistance as well as the public benefit of the project.
- ▶ Hire an architect to complete preliminary conceptual drawings and/or renderings.
- ▶ Determine whether your organization should partner with another for additional skills or experience (e.g. TIF consultant)
- ▶ Request “Pre-Application” meeting with DPD and present project. Request TIF application.



TIF Application Requirements

- ▶ The TIF application can be found on the City of Chicago Website at www.cityofchicago.org under the Department of Planning and Development
- ▶ General Project Information:
 - Two page letter addressed to the DPD Commissioner describing the project and its public benefits; and,
 - Project Narrative: in-depth description of the project and site maps showing the location of the site and immediate surroundings.
- ▶ Detailed Project Information:
 - List of Parcel Index Numbers (PINS) included in the proposal;
 - Affordable Housing: at least 20% of the units in residential-only and mixed use projects that receive TIF assistance must be affordable;
 - Table of Residential Unit Mix: detailed overview of types of residential units in the project, including unit size, number and type of unit, construction cost per square foot, base sales price, “write-down” for affordable units, and projected amount of total sales revenue;
 - Project Renderings: includes preliminary architectural elevations, plans and drawings;
 - Project Timeline: includes anticipated dates for site acquisition, project start and completion, etc.;
 - Public Benefits: projects with high degrees of public benefits are typically more likely to receive TIF assistance;
 - Residential Displacement: number of residents displaced and whether they are from “low” or “very low” income households as defined by the Illinois Affordable Housing Act;
 - Demonstration of Need: reasoning as to why project would have unacceptable returns without TIF assistance as well as explanation of extraordinary costs (e.g., large environmental clean-up, etc.); and,
 - Evidence of Site Control, if not owned by the City.
- ▶ Project Financial Information, including sources and uses of all funds, a development budget, the amount of TIF assistance required, a budget of how TIF assistance will be used, a preliminary MBE/WBE budget.
 - TIF Performance Measures: TIF assistance as percentage of total project costs, TIF assistance as percentage of increment generated by project, ratio of public to private investment, TIF assistance per FTE job created and TIF assistance per FTE job retained.
 - Increment projections of taxes generated by project through the remaining life of the TIF district.
- ▶ Professional Studies, including market studies, an appraisal (which will be reviewed by DPD) and environmental studies and reports.
- ▶ Developer Information.
- ▶ Compliance Information.



TIF Application Requirements (cont.)

Expenses eligible for TIF reimbursement

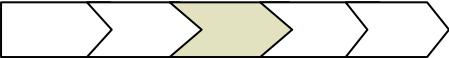
- ▶ Studies and surveys
- ▶ Marketing sites to prospective businesses, developers and investors
- ▶ Acquisition of land, site preparation and environmental cleanups
- ▶ Rehabilitation or repair of existing public or private buildings, fixtures and leasehold improvements
- ▶ Construction of public works or improvements
- ▶ Job training or retraining programs, including the cost of “welfare to work” programs
- ▶ Some financing costs
- ▶ Relocation costs
- ▶ Payments in lieu of taxes, taxing district capital costs
- ▶ Daycare services
- ▶ Up to 50% of the cost of construction, renovation and/or rehabilitation of all low and very low-income housing units as defined in Section 3 of the Illinois Affordable Housing Act



The next step is to complete and submit the TIF Application for DPD’s internal review process

Responsibility	Work Steps	Months*								
		1	2	3	4	5	6	7	8	
Developer	<ul style="list-style-type: none"> ▶ Complete TIF Application, including <ul style="list-style-type: none"> – Organization and property information, including proposed purchase price (which must be verified by City ordered appraisal) and market studies – Project description, including community benefits – Submit Pro Formas, including sources and uses of funds – Complete conceptual site plans, floor plans and elevations – Complete Economic Disclosure Statement – Attach Principal Profiles 	█								
DPD	<ul style="list-style-type: none"> ▶ Conduct internal reviews and determine if project should move forward <ul style="list-style-type: none"> – Order property appraisal, title reports and survey – Conduct detailed application analysis, submit for internal approvals – Confer with others, as necessary 			█		◆				
DPD/Developer	<ul style="list-style-type: none"> ▶ Negotiations of redevelopment terms ▶ Make appropriate changes to application as necessary 					█				
DPD	<ul style="list-style-type: none"> ▶ Final reviews and determination to move forward 								◆	

Note: this is an “ideal” timeline – each project may vary based on developer timeline and individual project issues



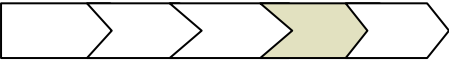
Once DPD approves the TIF application, it goes before the Community Development Commission (CDC)

Responsibility	Work Steps	Months*	
		1	2
Developer	▶ Submit all materials required by CDC (see checklist at right)		
CDC	▶ CDC meeting – Project review and approval		
DPD	▶ Conducts public advertising		
Developer	▶ Provides “Good Faith” deposit, if approved		

Community Development Commission (CDC): Developer Submission Requirements Checklist

- ▶ Applicant’s Financial Statement
- ▶ Appraisal completed within 6 months of CDC meeting
- ▶ Organizational and Operating Documents of Purchasing Entity
- ▶ Copy of Residential Developer license (if proposed project includes residential use)
- ▶ Letter of Interest From Financing Sources (if project is to be bank financed)
- ▶ Copies of Notification Letters to be Sent to M/WBE Contractors’ Associations
- ▶ Needs Assessment Form to be submitted to the Mayor’s Office of Workforce Development
- ▶ Preliminary Site Plan, Floor Plans, Elevations and Renderings
- ▶ Letter of Support from Local Alderman

Note: this is an “ideal” timeline – each project may vary based on developer timeline and individual project issues

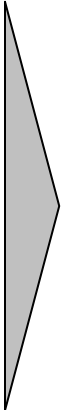


After CDC approval, the application goes before City Council

Responsibility	Work Steps	Months*					
		1	2	3	4	5	6
Developer	<ul style="list-style-type: none"> ▶ Submit all materials required by City Council (see checklist at right) 	█					
IGA/Law	<ul style="list-style-type: none"> ▶ Create, review, and finalize Redevelopment Agreement (RDA) terms ▶ Ensure Economic Disclosure Statements (EDS's) are complete 	█					
City Council	<ul style="list-style-type: none"> ▶ Ordinance introduction at City Council ▶ Ordinance goes to Committee for further review ▶ City Council approves or denies 					█	

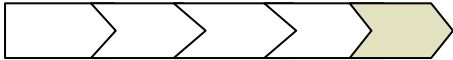
Note:

- This is an “ideal” timeline – each project may vary based on developer timeline and individual project issues
- City Council does not meet in August – if introduced in July, process will take an additional 4 weeks



**City Council:
Developer Submission Requirements Checklists**

- ▶ Detailed Project Budget (including M/WBE project budget, if applicable)
- ▶ Current Financial Statements
- ▶ Ensure all payments to the City as well as child support checks are paid for all members of organization (City will run scofflaw and child support checks)
- ▶ Offer to Purchase and Good Faith Deposit (if City land is involved)



Closing

- ▶ Requirements:
 - Letters of commitments from funders, including Proof of Equity;
 - Permit application must be at least 85% of the way through the process.
 - MBE/WBE compliance hearing with DOH;
 - Final RDA agreement and execution; and,
 - Additional Legal Documents (as applicable).

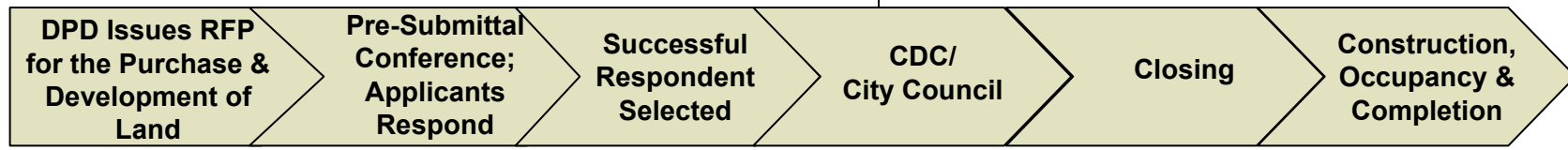
- ▶ All parties must be present at closing.

- ▶ Estimated closing timeline can take up to eight weeks



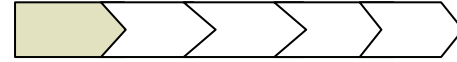
REQUEST FOR PROPOSALS (RFP)

Same as Negotiated Sale Process →



Participants	<ul style="list-style-type: none"> • DPD 	<ul style="list-style-type: none"> • DPD • Applicants 	<ul style="list-style-type: none"> • DPD 	<ul style="list-style-type: none"> • Developer • DPD, DOH • CDC • City Council • DOL, IGA 	<ul style="list-style-type: none"> • Developer • DOL • IGA 	<ul style="list-style-type: none"> • DOH • DPD • DOB
Description	<ul style="list-style-type: none"> • RFP issued 	<ul style="list-style-type: none"> • Applicant pre-submittal conference • Applicant submits proposal to DPD for review • Initial meetings between City and Applicant 	<ul style="list-style-type: none"> • DPD makes recommendation and negotiates redevelopment terms 	<ul style="list-style-type: none"> • RDA negotiated and completed 	<ul style="list-style-type: none"> • RDA executed • Deal closed 	<ul style="list-style-type: none"> • Monitor compliance with RDA • DPD issues Certificate of Completion • DOB issues Certificate of Occupancy
Typical Timing*	Starts process	8-12 weeks (dependent RFP deadline)	6 weeks	16 weeks (4 weeks of public advertising)	4-8 weeks	TBD

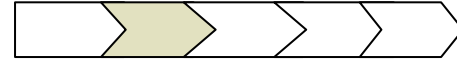
* This is an "ideal" timeline – each project may vary based on developer timeline and individual project issues



Issuance of RFP (copies available for pickup at DPD and/or website)

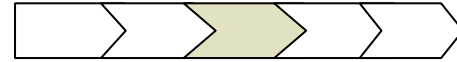
RFP Contents

- ▶ Property description, including environmental and soil conditions.
- ▶ Neighborhood context, including adjacent land uses, new developments, transportation, etc.
- ▶ A Planning Framework, including zoning, storm water management, landmark designation.
- ▶ Development goals and objectives – preferred uses, development incentives, construction requirements.
- ▶ Target Price.
- ▶ Submission requirements, including the amount of money required for the good faith deposit.
- ▶ Selection process outline and conditions of acceptance.
- ▶ Detailed evaluation criteria.
- ▶ Informational attachments, such as city and neighborhood location maps, photos, survey, excerpts from relevant TIF plan or other redevelopment project area plans.
- ▶ Submittal forms and affidavits required.



Pre-Submittal Conference & Submission

- ▶ Questions regarding the RFP will only be answered at the Pre-Submittal Conference, typically held at City Hall, 121 N. LaSalle Street. Attendance is not mandatory.
- ▶ A “Good Faith Deposit” is required at the time of proposal submission and must be in the form of a cashier’s check, certified check, or unconditional letter of credit made payable to the City of Chicago. Deposits will be returned to all unselected candidates.
- ▶ 6 copies must be submitted and prepared on 8.5-11 paper, bound on the long side; drawings can be no larger than 11 by 17 inches.
- ▶ Ensure the submittal meets the goals of the RFP (e.g., if the RFP says TIF will not be considered, do not include TIF in the budget).
- ▶ Be sure to follow the submittal requirements or it will be disqualified. The proposal must be organized by numbered section and include:
 - Cover Letter and Proposal Summary Form;
 - Respondent’s Organization, including legal form of the entity, principal representatives, description of contractual structure, org chart, etc.;
 - Respondent’s Qualifications (should substantiate the ability of the development entity to complete the proposed project);
 - Project Narrative (detailed description of project);
 - Plans and Drawings (all urban design plans, floor plan, elevations, color renderings);
 - Financial Information (statement of financial structure of proposal, including sources and uses of funds, etc.);
 - Affirmative Action Plan (a statement of commitment to achieving W/MBE, City Residence goals);
 - Economic Impact on Surrounding Community;
 - Legal Actions (a listing of all legal actions of the past three years to which the applicant has been a part);
 - Special Conditions (if necessary);
 - Forms and Agreements (e.g., confidentiality agreements, offer to purchase); and,
 - Addenda (any additional information).



DPD Evaluation Criteria

High Level RFP Evaluation Criteria

- ✓ Completeness and responsiveness of the proposal.
- ✓ Quality of the development concept and conformity of the concept to the development program, goals, objectives, requirements, and parameters set forth in the RFP.
- ✓ Innovation demonstrated by the project team regarding programmatic goals, urban design objectives, environmental benefits, etc.
- ✓ Professional and technical competence as evidenced by the professional qualifications and specialized experience of development team, current and past performance on other projects.
- ✓ Respondent's financial qualifications as evidenced by proven ability to find funding for similar projects.
- ✓ Purchase price.
- ✓ Project completion schedule.
- ✓ Total project cost, amount of equity contribution, proportion of equity contribution to the total project cost.
- ✓ Amount of public assistance requested, if any.
- ✓ Economic feasibility of the project.
- ✓ Economic development and other benefits to the city and surrounding community.
- ✓ The level and quality of the affirmative action plan for participation by women and minorities and city residents.
- ✓ Compliance with Chicago laws.

See “Negotiated Sale” Pages 7-9 for remainder of process

Tips for Working with the City

The following list of tips was created with input from Community Organizations

Tip	Description
Practice Your Pitch	<ul style="list-style-type: none"> ▶ Before contacting DPD or other City department, practice describing your project at both summary and detailed levels, emphasizing community benefits. ▶ The City looks for: affordable housing, innovative design, job creation, developer capability and experience, and rehabilitation versus demolition of significant buildings (if feasible).
Prepare and Know Your Financials	<ul style="list-style-type: none"> ▶ The City will be particularly concerned with the financial viability of both the project and organization. Know your costs before asking for city subsidies such as TIF – these funds are considered <i>gap financing</i>. ▶ Involve knowledgeable resources that can assist with the preparation of preliminary budgets and other financial documents as well as identify prospective funding (where applicable). ▶ Don't overpay for a piece of property assuming the difference will be covered by a subsidy, TIF or otherwise. DPD reviews all appraisals and market studies.
Develop Realistic Timelines & Workplans	<ul style="list-style-type: none"> ▶ Factor in both critical path elements that are within your control as well as needs for assistance and/or approval from the City. These processes, particularly the legislative process, take time. ▶ Prepare key questions for what you need from the City prior to meetings.
Secure Aldermanic & Community Support	<ul style="list-style-type: none"> ▶ Ensure that your Alderman is strongly supportive of your project – all projects using City services or resources will be required to go through City Council and will need an Aldermanic letter of support.
Involve Outside Expertise where Required	<ul style="list-style-type: none"> ▶ Include funds for project management and/or technical consultants where required, particularly in the following areas: project management, architecture, engineering, legal, zoning, and other services.
Think Green	<ul style="list-style-type: none"> ▶ There are a growing number of incentives for projects to employ green and sustainable features and technologies, including streamlined permitting through DCAP and several specific grants for various levels of LEED certification.
Submit Complete Applications/Proposals	<ul style="list-style-type: none"> ▶ Ensure that all plans meet the goals of each project or plan area. DPD will review all appraisals, financials, and studies prior to completing a deal. DPD will not approve any deals that do not meet area goals for the property.

Project Management Best Practices

Eight Key Categories

Key Project Management Category	Best Practices
Scope Management	<ul style="list-style-type: none"> ▶ Ensure project scope is well-defined and agreed upon by all stakeholders. ▶ Assess the impact of scope changes on all other categories below (e.g., cost containment, timeline management).
Timeline Management	<ul style="list-style-type: none"> ▶ Identify each activity, time required and internal and external dependencies. Distinguish “Critical Path” activities from those that are less time-sensitive. ▶ Prioritize critical path activities and actively manage against their deadlines.
Cost Containment	<ul style="list-style-type: none"> ▶ Use experts or real quotes where ever possible to estimate costs. ▶ Analyze and understand cash flow, not just how much money has been raised. Revise often. ▶ Build in a contingency.
Quality Assurance	<ul style="list-style-type: none"> ▶ Identify which quality or performance metrics are most important and relevant. ▶ Evaluate overall project performance on a regular basis to ensure project will meet stated objectives. ▶ Monitor results often and tweak where necessary to minimize the need for larger changes.
Resource Allocation	<ul style="list-style-type: none"> ▶ Identify, document and assign project roles and reporting relationships. ▶ Develop individual and group skills where appropriate so as to increase project performance.
Communications	<ul style="list-style-type: none"> ▶ Determine information needs for all stakeholders and revise often during project. ▶ Collect and disseminate project performance information on a regular basis, including project status and next steps.
Risk Management	<ul style="list-style-type: none"> ▶ Identify and document the risks most likely to impact the project; revise often. ▶ Define risk mitigation plans for each issue.
Funding	<ul style="list-style-type: none"> ▶ Identify amount and sources of funding. Get to know the types and amounts of money funders provide through meetings and other research to minimize re-application. ▶ Ensure complete understanding of grant process and timeline. ▶ Manage funder closely after funds distribution. ▶ Follow grant close-out procedures accurately and on time.

Source: Adapted from the Project Management Institute, Interviews with Community Organizations