# Call for Proposals: Pontiac Neighborhood Fund Steering Committee, Governance Structure Development and Meeting Facilitation

**Proposals Due by 5pm on September 1st**

**[Join the Virtual Bid Information Session](#) at 1pm on August 11th.**

Introduction

The Pontiac Neighborhood Fund (PNF) Steering Committee is seeking support from an experienced consultant or team of consultants to build a strong foundation for critical neighborhood revitalization initiatives in the City of Pontiac. PNF is a place-based, cross-sector initiative designed to drive equitable neighborhood growth in Pontiac by aligning public and private investment toward shared community development goals, including housing, business corridors, public spaces, and walkable, connected streetscapes. By coordinating capital and decision-making across partners, PNF will enable more strategic, responsive, and impactful deployment of resources—addressing long-standing gaps in Pontiac's neighborhood development system.

PNF builds on years of collaborative work among local and regional partners responding to housing instability, policy fragmentation, economic disinvestment, and inequities in the built environment across Pontiac. Early exploration of this model was supported by the Pontiac Funders Collaborative (PFC), which funded initial analysis and stakeholder engagement. The initiative has since evolved into a coordinated effort led by a coalition of experienced nonprofit and public-sector partners with deep, shared accountability to Pontiac residents, including Community Housing Network (CHN), Lighthouse MI, OLHSA, the City of Pontiac, Oakland County, Centro Multicultural La Familia, Micah 6, and the Oakland County Land Bank Authority.

The PNF Steering Committee, currently an informal body, serves as the leadership of the broader PNF Work Group, guiding the initiative's structure, priorities, and long-term implementation. While the Work Group brings together a broad set of partners to support planning, coordination, and community input, the Steering Committee will lead efforts to formalize roles, decision-making processes, and cross-sector collaboration needed to sustain the initiative over time.The Steering Committee also seeks to establish a Community Advisory Committee (CAC) with representation from each Pontiac City Council District. CAC members will advise the Steering Committee as neighborhood framework plans are developed and implemented within their respective districts.

Together, the PNF Work Group, the City of Pontiac, and Oakland County will coordinate to deploy resources from a county-housed revolving loan fund into priority neighborhood projects. The City will lead implementation and investment alignment, while the Work Group will provide guidance through structured processes for project review, neighborhood prioritization, and community input. The Steering Committee, as the leadership body of the Work Group, will play a central role in establishing this framework—defining roles in loan review and approval processes, informing the selection of neighborhoods for focused investment, supporting the formation of a Community Advisory Committee, and creating formal pathways for coordination across partners.

This coordinated structure is intended to support the development and implementation of comprehensive neighborhood framework plans organized around four interconnected pillars: housing, business corridors, public space, and streetscapes/walkability. Through this approach, PNF will align partners and resources to advance strategic, place-based investment that reflects community priorities and supports inclusive neighborhood growth.

<u>Scope</u>

The PNF Steering Committee will utilize grant funding to engage consultant support for technical assistance, governance development, and coordination. Consultant services may be provided by a single consultant, multiple consultants with complementary areas of expertise, or a consulting firm, depending on the qualifications. The selected consultant(s) will support the development of formal PNF Steering Committee governance structure and documentation, facilitate stakeholder engagement and convenings, and help establish clear roles and decision-making processes across partners. The established governance structure will inform the Steering Committee's formal decision-making associated with dedicated housing and economic revolving loan funds managed by Oakland County and the relationship with a soon-to-be-developed office of Neighborhood Revitalization within the City of Pontiac. See Appendix A. Interested bidders may choose to bid on scope A, scope B or both.

*Scope A: PNF Governance Structure Development*

*Beginning* in October of 2026, we anticipate a six-to-nine-month planning process that will include:

- Engaging the PNF Steering Committee, Oakland County and City of Pontiac stakeholders to establish a formal PNF Steering Committee governance structure, supportive of future neighborhood revitalization work in Pontiac.
- Provide or coordinate appropriate legal expertise regarding governance structure, organizational liability, conflicts of interest, and formal decision-making requirements involving the Oakland County Board of Commissioners, Pontiac City Council, and other applicable public bodies. This may include consideration for partnering with existing Community Development Financial Institutions (CDFIs) or assessing whether a qualified partner organization should pursue a CDFI-related structure or designation.
- Engage the broader PNF Work Group to finalize PNF Community Advisory Committee roles & responsibilities and application processes.
- Deliver a final draft of the PNF Steering Committee Governance Structure bylaws.

- Deliver guiding documents that outline any next steps as it relates to action the Steering Committee or individual partner organizations may be required to take as it relates to liability or other legal requirements for bylaw adoption and implementation.
- Deliver a document outlining all other pertinent outcomes of stakeholder engagement and implications for formalizing the work of the PNF Steering Committee.

*Scope B: PNF Steering Committee and Work Group Meeting Facilitation*

- From January 2027 - December 2027, facilitate monthly PNF Steering Committee meetings hosted in-person at Pontiac City Hall including:
    - Meeting prep with PNF Steering Committee co-chairs
    - Development of Steering Committee agendas and slide decks
    - Facilitate two-hour monthly meetings/working sessions
- From January 2027 - December 2027, facilitate quarterly PNF Work Group 30-member in-person meetings at rotating partner locations including:
    - Meeting prep with PNF Steering Committee co-chairs and City of Pontiac Neighborhood Revitalization leadership, once established
    - Development of meeting agendas and slide decks
    - Development and facilitation of Work Group meeting interactive activities
    - Determine Work Group meeting dates and send calendar invites
    - Facilitation of quarterly 3-hour Work Group meetings
    - Meeting setup and teardown
    - Collaborate with PNF Steering Committee co-chairs to identify Work Group meeting locations at partner sites
    - Purchase food and beverages for meetings, considering all Work Group member dietary restrictions
- Co-plan a two-day learning field trip in 2027 for PNF Work Group members:
    - In partnership with the PNF Steering Committee co-chairs and City of Pontiac Neighborhood Revitalization Office leadership, once established, plan a two-day learning field trip
    - Support with reservations and agenda planning associated with the learning field trip
    - Attend and support field trip facilitation

<u>Bid Requirements</u>
To be considered for this contract, please respond with the following information:

- The proposal should speak to the bidding firm's implementation approach for each scope item, project timeline and which scope(s) are included in the proposal.
- Your firm and any named subcontractors direct experience working with diverse community groups.
- An outline of the approach to project management and the use of project management tools.
- Share relevant examples of past work along with client testimony.

    - Provide two examples of projects with similar scope and scale (with client testimonials or references).
    - If the proposal includes subcontractors, please also include examples of past relevant work and client testimony associated with all proposed subcontractors.
- The proposal should highlight key staff that would be assigned to the project, their experience and role. **It is required that at least one core member of the team be locally based (Southeast Michigan) to be eligible for contract award.**
- Provide a detailed, itemized budget organized by scope, task, deliverable, personnel, hourly rate, estimated hours, subcontractor cost, and reimbursable expense.
- Outline how firm(s) will manage and share project data.
- Disclosure of prior or existing work with Lighthouse MI, Oakland County, or the City of Pontiac.

The selected firm(s) will maintain professional liability insurance and must provide a certificate of insurance that names Lighthouse as additional insured. The selected firm(s) will be encouraged to secure worker's compensation insurance during the duration of this contract. If the consultant fails to maintain worker's compensation the consultant must acknowledge that they do not carry workers' compensation insurance and that they are responsible for their own injuries should they occur.

<u>Bid Submission</u>

- ➢ RFP issued - July 27th
- ➢ Virtual bid information session - August 11th from 1pm - 2:15pm. Join the meeting <u>here</u>.
- ➢ Questions due - August 18th
- ➢ Proposals due - September 1st
- ➢ Top three proposals selected and firms scheduled for presentation - September 18th
- ➢ Presentations of top three bids - Week of September 21st
- ➢ Bid selection notification - September 28th
- ➢ Anticipated Contract Start Date- October 12th

- Bid submissions are due on September 1st at 5pm. Late submissions will not be considered.
- Proposals are to be submitted to the Lighthouse Chief of Staff, Erin Casey, via email: erin@lighthousemi.org
- Questions may be submitted to Erin Casey via email.

Appendix A

Pontiac Funders Collaborative | Community Foundation FOR SOUTHEAST MICHIGAN

Sunset Investment Plan

The Pontiac Funders Collaborative was established to align philanthropic, public, and private partners around a shared commitment to equitable, community-driven investment in Pontiac. The Collaborative launched its first phase of work in 2020, focused on relationship-building, shared learning, and identifying priority strategies to support community capacity building efforts. Phase II began in 2023 and represents a deeper level of coordinated action and targeted investment. As Phase II concludes in December 2026, the Collaborative is intentionally pursuing a sunset investment plan that builds upon this seven-year body of work, embeds key functions and resources within the community, and ensures that the momentum generated by the Collaborative continues through sustainable, locally anchored systems.

Over the past 1.5 years, the Collaborative's work has concentrated on strengthening Pontiac's community development ecosystem and preparing the City and its partners for long-term implementation of neighborhood-level strategies. The proposed sunset investments, including the City of Pontiac's Strategic Neighborhoods Initiative, and the establishment of Pontiac-specific revolving loan funds in partnership with Oakland County, are designed to support the future development and implementation of neighborhood framework plans. Together, these investments build durable municipal and regional capacity to plan, finance, and deliver equitable neighborhood revitalization by mobilizing resources, supporting affordable housing, small business growth and public space, and reinvesting capital back into the community. Collectively, they advance the Collaborative's goal of creating sustainable investment in Pontiac that extends beyond the Collaborative itself and is firmly embedded within local and regional institutions.

The following proposals present a focused ask to funders to support the Collaborative's sunset investment plan as Phase II concludes in December 2026. This request includes one year of continued CFSEM staff support to oversee the effective launch and early implementation of the sunset plan, ensuring that priority investments and partnerships are fully operational and embedded within local and regional systems. Time-limited transitional support will protect the impact of the Collaborative's seven years of work, reduce implementation risk, and position community and municipal partners to sustain and scale equitable, community-driven investment in Pontiac beyond the life of the Collaborative.

Establishment of Pontiac-specific Revolving Loan Funds in support of Affordable Housing and Community/Economic Development

Background:

Oakland County and the Pontiac Funders Collaborative have discussed the establishment of several revolving loan funds to support shared goals for housing and community and economic development in Pontiac. These funds will build on the success of Oakland County's existing Housing Trust Fund revolving loan program with two pots of funding specific to Pontiac-based projects. Oakland County is interested in holding and overseeing these loan funds as we continue to work towards the strategic goals of investing in livable neighborhoods and a thriving and inclusive economy. We view these efforts as a part of our commitment to Pontiac as Oakland County continues to develop its new office space downtown. These efforts will align with and support our partnership with the City of Pontiac and Pontiac's current neighborhood development efforts, outlined in the City's most recent master plan.

Proposal:

With investment from the Pontiac Funders Collaborative, additional private foundations and other donors, Oakland County will establish two new investment opportunities to benefit the City of Pontiac.

Fund Guidelines:

- Oakland County will expand the Housing Trust Fund (HTF) revolving loan fund program with funding sequestered for Pontiac-specific affordable housing developments.
    a. These loans will be made available to developers of affordable housing projects in the City of Pontiac. Loans are made to support affordable, attainable, workforce and mixed-income housing. Loan funds are leveraged with additional public and private funds raised by the developer to meet gaps in existing capital stacks.
    b. The Pontiac-specific HTF loans will follow all established application and oversight guidelines of the established Oakland Together HTF. (Please see Appendix A)
    c. The HTF does not require a set minimum or maximum loan amount.
- Oakland County will establish a community and economic development Small Business/Entrepreneur and Pontiac Business Corridor revolving loan fund.
    a. Small business and entrepreneur loans will be intended to support small businesses in Pontiac with funds they need to start, expand or improve their business.
    b. Loans would be made below market rate and with terms that will be accessible to Pontiac business owners. (Please see the attached flyer at the end of this document

for an example of a previously administered Oakland County small business loan. The loan program proposed here will be similar, with updates made based on current market information and to ensure a Pontiac focus.)

c. Applicants will be residents of the City of Pontiac with a business with a physical location in the city, or business proprietors who have operated a business with a physical location in the city for at least 1 year.
d. Applicants can apply for the following loan types (loan amounts are estimated here):
    i. Up to $25,000: Entrepreneur business launch
    ii. $50,000-$100,000: Small business improvement loan
    iii. Up to $200,000: Business corridor façade improvements, development of public spaces

Structure and Logistics:

- Oakland County will hold funds and administer loans.
- Funds will be managed as Pontiac-specific with separate accounting strings and reconciliation.
- Loans will be made with below market rate interest (to be determined at launch of program).
- Applicants will apply through the Oakland County website with a communications plan supported by the Oakland County Department of Public Communications.
- Applications will be available on a rolling basis until funds are expended.
- Applications will be reviewed and approved monthly by appropriate oversight committees.
    - For the Housing Trust Fund, final approval for loans over $1.5M are vetted through the Oakland County Board of Commissioners.

Funding Allocation

Funding will be split 70/30 between the Pontiac-specific Housing Trust Fund and the Community and Economic Development Revolving Loan Fund. The Community and Economic Development Revolving Loan Fund portion will include 5% admin rate to cover administration of these new investments.

Proposal for a Strategic Neighborhoods Initiative

The City of Pontiac recently adopted "Vision Pontiac", the City's master Plan and comprehensive roadmap for equitable growth, improved quality of life, and vibrant neighborhoods for the next decade and beyond. This forward-looking plan emphasizes neighborhood revitalization, housing development, walkable communities, green spaces, downtown connectivity, and economic opportunity, building on ongoing momentum from major downtown redevelopment projects, new housing initiatives, and direct federal funding streams.

To translate this vision into tangible, sustainable impact, the City proposes a targeted 3-year plan (FY 2026-27 through FY 2028-29) that introduces dedicated, revenue-generating roles within the Mayor's Office. This plan will directly support a Strategic Neighborhoods Initiative — a focused effort to implement the Master Plan's neighborhood priorities through community-driven frameworks, resource mobilization, and equitable investments.

The proposed team of three specialized staff positions will serve as the engine for progress by:

- Developing the Strategic Neighborhood Framework Plans, creating detailed, actionable strategies that align neighborhood-specific needs with the broader Master Plan goals for housing, infrastructure, safety, and economic vitality.
- Building a robust capital stack, leveraging diverse funding sources — including federal and state grants, philanthropic commitments, public-private partnerships, and innovative financing tools — to secure the resources essential for implementation.
- Driving on-the-ground implementation, fostering high-impact collaborations, managing grant compliance, engaging residents and stakeholders, and generating measurable revenue through sponsorships, tax increments from new investments, and other mechanisms to ensure long-term momentum.

Staffing Plan

Director, Strategic Neighborhoods Initiative

Project Manager

Fund Development Manager

Sunset Plan Roles and Responsibilities

| | Oakland County Economic Development Team | Oakland County Housing Team | Oakland County Communications Team | City of Pontiac | CFSEM | Pontiac Neighborhood Fund Steering Committee |
|---|---|---|---|---|---|---|
| Management and Implementation of Housing Revolving Loan Fund | | R | I | C | A | C |
| Management and Implementation of Economic Development Revolving Loan Fund | R | | I | C | A | C |
| Revolving Loan Fund Communications | C | C | R | C | A | C |
| Establishment of City of Pontiac, Strategic Neighborhood Initiatives Office | I | I | I | R | A | C |
| Sunset Plan Fundraising | C | C | | C | R | C |

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| R = Responsible |
| A = Accountable |
| C = Consulted |
| I = Informed |

Appendix B

Oakland County Housing Trust Fund

BACKGROUND

The Oakland County Board of Commissioners (BOC) created the Oakland Together Housing Trust Fund (HTF) and approved a one-time appropriation of $18 million of American Rescue Plan Act (ARPA) Local Fiscal Recovery Funds as well as an annual appropriation of $2 million in general funds. The HTF is a powerful housing development tool that invests in a wide range of projects from funding the acquisition of land in amenity-rich communities to investing in housing that will serve as a catalyst for redevelopment when strategically aligned with other community reinvestment activities. HTF financial resources are invested in the following affordable and mixed-income housing activities:

- Acquisition (land and existing structures)
- New construction
- Renovation and adaptive reuse
- Demolition/site clearance
- Multifamily, townhomes, single family, or other housing type
- Rental and owner-occupied housing
- Permanent supportive housing
- Other activities that will result in the creation or preservation of affordable housing

The HTF invests in affordable housing using a revolving loan structure so that HTF resources can be reinvested into affordable housing upon repayment of funds from project revenues. These loans are combined and leveraged with private equity, debt, private activity bonds, low-income housing tax credits (LIHTC), and other governmental resources to fund the total cost of affordable housing developments.

The HTF-authorizing resolution from the BOC allows it to receive funds from any sources to invest in a broad range of affordable housing activity throughout Oakland County. This provides the HTF the flexibility to work with the private sector, foundations, and non-profit organizations to invest in targeted communities and specific project types. Unless otherwise required by our private sector or non-profit partners, the HTF anticipates investing funds as loans to affordable housing developers to fill the financial gaps of an affordable housing development's overall capital stack. Upon repayment, the funds would be returned to the revolving loan fund and invested in additional affordable housing. The financial terms and structure of the loan are generally dependent on the specific needs of a given development; however, potential partners can specify the terms and conditions by which their funds are invested by the HTF into affordable housing.

In general, the HTF serves households earning between 30% to 80% of the area median income (AMI) with some developments including units reserved for households earning up to 120% AMI. The HTF also invests in permanent supportive housing communities that receive much of their operational funding in the form of housing vouchers.

GOVERNANCE

The HTF is governed by a 7-member board populated with representatives that have relevant residential development, financial, and oversight experience. All HTF investments are considered through an application process that includes internal review and scoring by Oakland County Neighborhood and Housing Division (NHD) Staff, Oakland County Land Bank Staff, and other staff with relevant experience. Upon review and scoring, the recommended applications are submitted to the HTF Board for consideration and approval at periodic board meetings that adhere to the requirements of the State of Michigan Open Meetings Act. Any investment over $1.5 million is also submitted to the full BOC for consideration and approval, per the HTF authorizing resolution and the HTF Bylaws. Oakland County Corporation Counsel and Risk Management review and approve all loan documentation and security instruments. NHD and Fiscal Staff review and approve all construction draws. NHD staff manage long-term project oversight and compliance to ensure the residents of HTF investments are under the income limits placed on the property, the property is well-maintained, loan repayments are made, and other requirements outlined in HTF loan documentation.

SCORING & SELECTION CRITERIA

HTF projects are evaluated using the scoring priorities outlined below. The County will in all instances commit HTF funds consistent with sound and reasonable judgment, prudent business practices, and the exercise of its inherent discretion to ensure that:

- Developers awarded funds are both capable and fiscally sound;
- The neighborhood market will support the proposed housing; and
- The project's financial assumptions and projections have been reviewed to balance their adequacy and subsidy layering considerations.

The following is the scoring rubric included in the current HTF application for funding:

Developer Experience and Financial Capacity (up to 25 points)

Rankings will be based on scope of past portfolio including, but not limited to, experience in leveraging of other sources of funds, experience developing and managing projects of similar type and scope, staff qualifications, commitments from other financial sources, and the overall quality of the application for this project. Applicant's current financial statement and independent audit will be reviewed for financial capacity and soundness.

Additional consideration will be given to those applications that include partnerships with an ownership structure that includes emerging developers or economically disadvantaged businesses as at least 25% owner and fees equal to their percentage of ownership. Consideration will also be provided to Applicants that have or will commit to hiring economically disadvantaged individuals and businesses to participate in all aspects of the development of the project including architects, contractors, subcontractors, lenders, professional services, etc. It is the HTF's preference to work with Applicants that maximize the use of a trained workforce, ensure safe working environments, and provide competitive wages & benefits commensurate with state and federal labor standards and requirements.

Strength of Proforma, Financial Sources, and Readiness (up to 25 points)

The Applicant's pro forma will be reviewed against the underwriting and proforma requirements set forth in the Program Guidelines for compliance and strength. Rankings will reflect the strength of the overall financial proposal including the combination and availability of other non-HTF funds. The HTF may also consider the relative efficiency of each funding request in terms of producing affordable units at the lowest per-unit HTF fund subsidy cost (for this purpose, the HTF will consider the total affordable units in a project, including non-HTF units that are otherwise income and rent restricted by LIHTC or other similar requirements). The HTF will also consider the anticipated repayment schedule for the HTF loan; generally, the HTF will favor projects that can retire the largest portion of the original loan amount within the affordability period. In general, applications that best leverage HTF funds will be prioritized.

Applicants that have received local approval for PILOTs, zoning changes, other approvals or are currently zoned for development will be given extra consideration under this category. Projects can earn additional points if the Phase I Environmental Site Assessment (ESA) confirms that the site is not contaminated. For sites that are contaminated as noted in the Phase I, projects can also earn points if additional environmental due diligence documents are submitted such as a Phase II ESA, Response Activity Plan (RAP) or a Baseline Environmental Assessment (BEA).

<u>Geographical Area (up to 20 points)</u>

Each Application will be evaluated to determine which proposed development provides the greatest public benefit and is consistent with neighborhood needs and input. Applications will be reviewed in terms of their alignment with the funding focus description mentioned in the sections above. In general, the Scoring/Opportunity Criteria of MSHDA's Qualified Allocation Plan will be utilized to evaluate the geographical area and access to health and economic opportunity of each proposed development. A completed self-score of MSHDA's Scoring Criteria is a requirement of this application and includes proximity to transportation, full-service grocery, parks, licensed childcare, pharmacy, public library, schools, employment centers, and job centers amongst other amenities.

<u>Projected Rents, Design, Amenities (up to 20 points)</u>

Projected rents, as well as design and amenity considerations, will be looked at closely for compliance with the requirements set out in the County's Rental Development Program Guidelines. Applicants should also consider the adjacent neighborhood and built environment of the proposed development site when designing the project. Enhancing future residents' lived experience and pride of residency through high quality design is vital for a successful development. Public safety features and strategies such as Crime Prevention Through Environmental Design (CPTED) should be incorporated throughout the proposed development. Additional consideration will be provided to developments that incorporate energy efficient design, energy efficient systems, on-site power generation, and other renewable energy enhancements that lower the energy cost burden of future residents and minimize the development's carbon footprint.

Additional consideration will be given to applications that exhibit barrier free, accessibility, and inclusivity provisions beyond those required by local, state, and federal law and the minimum requirements of applicable funding sources.

Matching Contributions & Resident Services (up to 8 points)

Proposals that include eligible matching funds as described in this NOFA or resident services up to $0.25/$1.00 in HTF funds are eligible to qualify for up to 5 points. Resident services may include credit counseling, homebuyer training, after-school tutoring, on site health care services (including mental health services), healthy eating classes, on-site food pantry, case management, workforce training, career placement services, etc.

Community Housing Development Organizations (2 points)

Applicants who qualify as Community Housing Development Organizations (CHDOs) as described in this NOFA are eligible under this category.