

**City of Albuquerque  
Metropolitan Redevelopment Agency**

**Request for Proposals (RFP) #04-2025  
Development of 306 Yale Blvd., SE**



**Selection Number:**  
**04-2025**

**Issuance Date:**  
Wednesday, October 8, 2025

**Informational Webinar:**  
Wednesday, October 29, 2025 at 12:30pm  
Register Here:  
[https://cabq.zoom.us/webinar/register/WN\\_C5a0t0K5QsGgZpMvwktJ5w](https://cabq.zoom.us/webinar/register/WN_C5a0t0K5QsGgZpMvwktJ5w)

**Deadline for submitting questions:**  
Wednesday, November 12, 2025, at 5pm MST

**Direct Formal Inquiries (via Exhibit A) to:**  
Stephanie Shumsky, Project Manager, at [sshumsky@cabq.gov](mailto:sshumsky@cabq.gov)

**Deadline to submit Proposals:**  
Friday, December 5, 2025 at 5pm, MST, Via Electronic Upload:  
<https://sfftp.cabq.gov/f/71df0e622f42e9c1>

**RFP Website:**  
<https://www.cabq.gov/mra/request-for-proposals>

## GLOSSARY OF TERMS

**Affordable Housing:** Affordable housing means units that are affordable to households at or below 80% Area Median Income (AMI) as defined by the City of Albuquerque, based on the HOME Investment Partnerships Program's Income and Rent Limits published for Albuquerque, by the U.S. Department of Housing and Urban Development (HUD). Details on current income, homeownership, and rental value limits are available here: <https://www.hud.gov> and <https://housingnm.org>

**Albuquerque Development Commission (ADC):** The Commission for the Metropolitan Redevelopment Agency (MRA); the ADC reviews and approves MRA projects.

**The City:** The Incorporated City of Albuquerque.

**Development Agreement:** The terms of the awarded contract between the successful Proposer(s) and the City.

**Department of Health, Housing & Homelessness (HHH):** The City of Albuquerque's department that serves low-income, moderate-income and unhoused residents through a variety of housing, health, and social service programs.

**Evaluation Criteria:** The scored criteria that make up the bulk of the project narrative and by which Proposals will be evaluated. Proposers can score up to 200 points.

**Exclusive Negotiation Agreement:** If this RFP results in more qualified applications than there are available funds, the City reserves the right to enter into an Exclusive Negotiation Agreement with selected Proposer(s) to further develop the details of the proposed project prior to entering into a Development Agreement. The City of Albuquerque will consider this point the preliminary notice of award and will no longer consider other project proposals at this point. During Exclusive Negotiation, the City will review the proposed development for alignment with project goals, metropolitan redevelopment area priorities, and affordable housing requirements. The City will work with the selected teams to work out project details and develop more detailed plans and financial documents that meet local, state, and federal requirements.

**Metropolitan Redevelopment Agency (MRA):** An agency of the City of Albuquerque, legally enabled by State Statute § 3-60A and City Ordinances 54-1979, 76-1983, and 2015-008. MRA is dedicated to incentivizing urban redevelopment and community building in designated Metropolitan Redevelopment Areas across Albuquerque.

**Metropolitan Redevelopment Area(s) (MR Areas):** Designated areas of Albuquerque that have been legislatively deemed blighted and are economically underperforming relative to the City as a whole.

**Metropolitan Redevelopment Area Plan (MR Plan):** Each MR Area has an adopted Plan, which is approved by City Council and that guides the City's redevelopment strategies. Plans are developed in close coordination with the community and lay out the goals for each given Metropolitan Redevelopment Area. As a Rank 3 Plan, an MR Plan does not supersede other

planning documents, such as the City's IDO or Community Planning Area assessments.

**Project:** Development in conformance with property zoning.

**Property:** The land area subject to this RFP.

**Proposal:** Any submitted response to this RFP.

**Proposer:** A person or entity responding to this RFP.

**Request for Proposals (RFP):** This document providing information and specific requirements for Proposers to submit Proposals under the terms outlined herein.

**Subject Area:** Legislatively designated Metropolitan Redevelopment Areas in which development projects may be eligible for this RFP's funding incentives. The Subject Area for this proposal is located in the University Metropolitan Redevelopment Area and Plan, located within the City of Albuquerque. Details are here: <https://www.cabq.gov/mra/redevelopment-areas/university-area>.

## **A. Introduction**

The City of Albuquerque (“City”), through its Metropolitan Redevelopment Agency (“MRA”), invites developers to submit proposals for development of a vacant City-owned parcel of land located at 306 Yale Boulevard SE. The parcel of land consists of three lots that may be developed individually or combined into one lot by the awardee for a contiguous Project. This parcel is in close proximity to the University of New Mexico campus, Central New Mexico Community College campus, a grocery store and several commercial and residential uses. The desired use(s) are those allowed by the property’s zoning, which is Mixed-Use Low Intensity (MX-L) and that further the University Metropolitan Redevelopment Area (“MR Area”) Plan.

This Request for Proposals (“RFP”) is intended to identify proposals for Projects that meet minimum criteria and that are financially feasible with donation of the land by the City. Additional incentives are not part of this RFP, but may be pursued separately and may include, as applicable, MRA’s Redevelopment Tax Abatement and Department of Health, Housing, and Homelessness affordable housing resources.

Responses to this RFP will be used to select Proposer(s) with which to enter into a Development Agreement. The City intends to negotiate a Development Agreement that stipulates the timing of land disposal, project construction, completion, and occupancy.

## **B. Property Information**

MR Area Location: University MR Area (<https://www.cabq.gov/mra/redevelopment-areas/university-area>)

Situs Address: 306 Yale Blvd., SE, Albuquerque, NM 87106 (Exhibit C)

UPC: 101605701014831214

Flood zone: X

Legal: BLOCK 3, LOTS 3, 4 AND 5, UNIVERSITY HEIGHTS ADDITION AND PORTION OF WEST 1/2 VACATED ROW

Size: 0.5+/- acres

Zoning: MX-L (Mixed-Use Low-Intensity Zone District) / Major Transit Corridor

According to the City’s Integrated Development Ordinance (IDO), the purpose of the MX-L zone district is to: *“provide for neighborhood-scale convenience shopping needs, primarily at intersections of collector streets. Primary land uses include non-destination retail and commercial uses, as well as townhouses, low-density multi-family, and civic and institutional uses to serve the surrounding area, with taller, multi-story buildings encouraged in Centers and Corridors.”*

Current Owner: City of Albuquerque

Council District: 6

## **C. Purpose**

The purpose of this Project is to help the City close housing and services gaps and create more housing supply and day-to-day services in a high-need area, while also helping the area to maintain its unique character. Therefore, proposals should align with the University Metropolitan

Redevelopment Plan (<https://www.cabq.gov/mra/redevelopment-areas/university-area>), which prioritizes support for redevelopment projects, strategic public investment, public investment in infrastructure improvements and expansion of the capacity of community and businesses to 1) develop a diverse mix of dense, new housing; 2) strengthen the commercial environment; 3) improve bicycle and pedestrian infrastructure; 4) increase cleanliness and safety; and 5) support business association and stakeholder implementation groups.

Proposed Projects must conform to the Property's zoning and should not require special exceptions, zone map amendments, variances or conditional uses in order to be viable (see IDO Permissive Uses at [www.abq-zone.com](http://www.abq-zone.com) ).

In proposals, respondents must provide sufficient detail to show that the project is compelling, financially feasible and includes an experienced development team. The Proposal should convey plans for uses that comply with the property's zoning, reasonable construction phasing and timelines, and feasible deal structures. The Proposer will need to demonstrate the relevant background to deliver on the proposed vision.

Ultimately, the City seeks Proposals that demonstrate the capacity to deliver a Project that best fulfills the goals expressed in the relevant MR Area Plan and the Evaluation Criteria. The successful respondent will work closely with City staff on the details of the Project through a negotiated Development Agreement.

#### **D. Form of Financial & Other Assistance**

For this RFP, the City's contribution consists of the Property and assistance with the City's development process, as further described below. There is no direct financial contribution. However, the selected developer may opt to participate in MRA's Redevelopment Tax Abatement Program (<https://www.cabq.gov/mra/tax-abatement>); terms may be negotiated concurrently with the development agreement for this RFP. As authorized by the New Mexico Redevelopment Code (3-60A-1 to 3-60A-48 NMSA 1978) and the corresponding Albuquerque Ordinance, the City may offer the following resources towards proposed Projects:

1. ***Direct Financial Assistance: Not Applicable for this RFP.*** The City's contribution to the project is the land.
2. ***Assistance with City Development Process:*** Projects located in MR Areas may receive impact fee waivers and fast-tracked permit reviews on housing projects. Upon selection, the City may also assist the successful Proposer on associated land use approvals necessary to accomplish the Project, if needed. Services may include advice on zoning review, site plan or subdivision approvals, and plan check and building permits. The successful Proposer will, at their own expense, be responsible for the preparation of all documentation to obtain any associated approvals and/or permits required to complete the project, as well as all permit fees.
3. ***Security:*** The MRA recognizes the need for security leading up to and during the construction process. As such, the City may be able to provide mobile police camera

trailer(s) and additional site monitoring for a period of time, if needed.

4. ***Other Funding Resources:*** The City encourages Proposers to pursue other funding sources as necessary to ensure financial feasibility. Other public funding sources may exist for the Project that are not listed in this RFP, including MRA's Redevelopment Tax Abatement program and other available housing funding (e.g., CBDG, HOME, Workforce Housing Trust Funds, Housing Forward ABQ funds, LIHTC, etc.). See Exhibit K for a list of financing resources. Proposers should keep in mind that public incentives are subject to applicable local, state, and federal laws and regulations, potential voter approval, funding availability and policies that govern those incentive programs—they should not represent a core financial strategy for the Project given their uncertainty.

Note: If awarded City lands (or funds), the Project must comply with relevant laws, including federal Fair Housing requirements. The Americans with Disabilities Act (ADA) requirements apply to all Project Elements, where applicable.

#### **E. Evaluation Criteria**

Narratives can score up to 200 points, plus up to 10 bonus points. The scoring criteria listed below outlines how the project will be evaluated.

1. ***Alignment with relevant Metropolitan Redevelopment Area Plan – up to 50 points.*** The Property for this RFP is located within the University Metropolitan Redevelopment Area. Proposals should describe how the proposed Project helps to alleviate the blighted conditions identified in this Area and how the Plan's goals and policies are furthered, specifically, goals related to the provision of commercial uses, lower density residential uses or mixed-use(s). A copy of this Plan is available on-line at: <https://www.cabq.gov/mra/redevelopment-areas/university-area>.
2. ***Provision of desired Project – up to 20 points.*** The desired project consists of uses and structures that are permissive in the MX-L Zoning District. Proposers must include a list of proposed uses and a general site plan. Additional renderings are welcome. They do not count against the page limit.
3. ***Alignment with Community Benefit Matrix – up to 40 points plus up to 10 bonus points for desired uses.*** Proposers must fill out the Community Benefit Matrix (Exhibit F). Proposers should only identify or select the elements in the Community Benefit Matrix that are financially feasible and which they are committed to incorporating into the final design. Please include attachments as required for each scored area in order to receive points. Community Benefit items identified in Proposals will be required to be included in the Project, per the Development Agreement. Categories include:
  - a. Sustainability
  - b. Economic impact
  - c. Placemaking
  - d. Bonus points for residential development (up to 15 points)

While the Community Benefit Matrix allows developers to score up to 135 points (120 base points and an additional 15 points for housing), only 40 points are required. Those projects scoring at least 40 verifiable points will receive full points for this section. Proposals that score above the minimum threshold and can substantiate the selected project elements with evidence, as required, will score bonus points as follows:

Score on the Community Benefit Matrix	Number of Bonus Points
Up to 45	1
46-55	2
56-65	3
66-75	4
76-85	5
86-95	6
96-105	7
106-115	8
116-125	9
126-135	10

4. **Development team experience – up to 20 points.** Proposers must provide a description of their team’s demonstrated expertise and track record in the development of similar projects that have helped to revitalize communities and furthered economic development. This description should include the team’s experience in financing, building, and operating similar projects on time and on budget.
  - a. **Experience:** Complete the Experience Matrix in the Proposal Information Sheet (see Exhibit D), listing all development projects completed in the past 10 years.
  - b. **Past examples:** Provide at least two detailed examples of past successful, completed, developments of similar size and mix of uses in which the Proposer was involved, or redevelopment projects for which the Proposer took the lead.
5. **Project schedule – up to 20 points.** Provide a project schedule beginning with conceptual design through construction completion. Projects will be evaluated based on the achievability of the Proposer’s time schedule and the Proposer’s demonstrated ability to complete the project satisfactorily in a timely manner.
6. **Financial plan and financial fitness – up to 50 points.** MRA expects that the Proposer will be able to demonstrate the financial feasibility of the proposed Project. As part of the Proposal package, the Proposer must:
  - a. Complete *all tabs* of the Financial Summary in Exhibit E. Financial structure, costs, etc. may be based on preliminary estimates.
  - b. In order to show financial fitness, provide:
    - i. A letter(s) of support from financial institution(s) that have financed their projects in the past (these letters are excluded from the proposal narrative page limit). This letter is meant to attest to the financial capacity and responsibility of the applicant. The letter should be from a bank or credit union and provide some detail on the length of the relationship, level of

- support provided (e.g., loan amounts), and the outcome (e.g., repayment history); and
- ii. Two years of audited financial statements, if available. Proposers must provide Income Statement, Balance Sheet, and Cash Flow analyses. If audited statements are not available, please provide statements that have been reviewed by a certified/licensed accountant.

In summary, Evaluation Criteria are as follows:

Section	Points	% of Total
Alignment with Metropolitan Redevelopment Area & Plan	50	25%
Provision of Desired Project	20	10%
Community Benefit Matrix	40	20%
Development Team Experience	20	10%
Project Schedule	20	10%
Financial Plan and Financial Fitness	50	25%
<b>TOTAL</b>	<b>200</b>	<b>100%</b>
Bonus Points for Achieving Above 40 points on Community Benefit Matrix	10	

#### **F. Submission Content**

All submitted files should be named using the following standard: Project Title first, the Submission Content second, and the Proposer Entity last. For example: “306 Yale SE – Project Narrative – Proposer Name LLC” and “306 Yale SE – Proposal Information Sheet – Proposer Name LLC” Proposals must contain the following components:

1. ***Project Narrative.*** The Project Narrative should be no longer than 30 pages. The Project Narrative document pages must be clearly numbered and use common and legible font type (e.g., Times New Roman, Arial, Calibri). Font should be 11-point size or larger; figures and tables can employ smaller-sized font. Any pages beyond the 30-page Project Narrative limit may not be read or considered, unless otherwise exempted from this requirement. The Project Narrative should be uploaded as a PDF. Site control documentation, site plans, optional renderings and exhibits should be included as separate PDF attachments and do not count toward the page limit.

The Project Narrative should include the following clearly-labeled sections, as follows:

- a. **Project Summary.** The development team must articulate a vision and development strategy for the Project that includes sustainable and innovative development possibilities.
- b. **Evaluation Criteria.** Describe how the Project meets all of the Evaluation Criteria in Section E. Please provide a narrative response to each criterion in the order listed in this RFP.
  - i. *Alignment to Relevant Metropolitan Redevelopment Area Plan*
  - ii. *Provision of Desired Project*
  - iii. *Alignment with Community Benefit Matrix, plus Bonus Points, if applicable*



- iv. *Development Team Experience*
- v. *Project Schedule*
- vi. *Financial Plan & Financial Fitness*

2. ***Additional required attachments.*** The following are required components of the submission package but do not count against the Proposal page limit.
- a. Proposal Information Sheet. Complete the Proposal Information Sheet (see Exhibit D).
  - b. Site Plans and Renderings. A site plan must be provided that contains enough detail to confirm proposed development components as described in the Proposal and the Community Benefits Matrix. Sketch elevations and renderings are highly recommended to help reviewers understand the vision for the project. The University MRA Plan offer descriptions of neighborhood characteristics that may be helpful in Project design. While not a requirement, suggested color palettes are included in Exhibit L.
  - c. Financial Summary. Complete, in its entirety including all tabs, the Excel Financial Summary forms (see Exhibit E). Financial structure, costs, etc. may be based on preliminary estimates. Must be uploaded as an Excel document.
  - d. Financial Letter of Support. A detailed letter of support on the Proposer's financial fitness from a financial institution that has financed Proposer's projects in the past is required. If applicable, provide an official letter signed by the eventual/proposed tenant/operator confirming that they possess the right, ability and licensure to operate the proposed uses in the applicable space(s).
  - e. Financial Fitness. Two years of audited financial statements. Proposers must provide audited Income Statement, Balance Sheet, and Cash Flow analyses. If audited statements are not available, please provide statements that have been reviewed by a certified/licensed accountant.
  - f. Community Benefit Matrix. Fill in the Community Benefit Matrix with points earned for each category (Exhibit F). Must be uploaded as Excel document.
  - g. Letter of Acknowledgement. Complete and sign Exhibit G.
  - h. Modified W-9 Form. Complete and upload Exhibit J.
3. ***Other attachments.*** Additional attachments are allowed but *are not required*. These attachments do not count against the page limit, however please be judicious with the addition of optional attachments. These documents should contribute to the reviewers' understanding of the project and the experience of the project team. Other attachments may include the following:
- a. Letters of support from partners and stakeholders
  - b. Evidence of success on past projects. (e.g., news clippings, annual reports, financial

- documents)
- c. Project team short bios/résumés
- d. (If applicable) Diverse business owner certificates (see Exhibit I)

## **G. Evaluation Process**

1. ***Review for Responsive Proposals.*** City staff will conduct an initial review of all submitted Proposals to determine if they are responsive, meaning each submission includes all required attachments and minimally responds to Evaluation Criteria (properly labeled and within page limits, as applicable). Responses shall be rejected if they are incomplete in the sole discretion of the Metropolitan Redevelopment Agency Director.
2. ***Advisory Committee Review.*** In the case where there is more than one responsive Proposal, the MRA will convene an Advisory Review Committee (“the Committee”) to rank the Proposals based on the Evaluation Criteria. The Committee will consist of at least three individuals selected by the Metropolitan Redevelopment Agency Director and approved by the City’s Chief Administrative Officer. Committee members may come from the MRA, the City’s Planning Department, Economic Development Department and/or the Department of Health, Housing & Homelessness, as well as practitioners in the community. If determined to be necessary, the City may elect to hire third-party consultants to conduct an underwriting analysis to review the Project budget and any other requested financial documentation.

The Committee will evaluate all responsive Proposals and measure each Proposer’s response against the Evaluation Criteria set forth in Section E, resulting in a numerical score for each Response. There are a total of 200 points available in the categories listed and 10 possible bonus points. The Committee will use the Evaluation Criteria as a guide in making their recommendation to the Albuquerque Development Commission (ADC).

- a. The Committee may send questions through the MRA staff to Proposers to seek clarification on portions of the responses.
- b. The Committee may conduct interviews of Proposers following the initial review of their Proposals.
- c. The City may request supplemental information during the selection process. If supplemental information is requested, it will be required of all responsive Proposers.
- d. The Committee may request assistance from third-party technical advisors, including financial advisors, who may review the responses and advise the Committee.
- e. The Committee will recommend a selection of one or more Proposers to advance to either Development or Exclusive Negotiation Agreement. The Committee’s recommendation will be forwarded to the ADC for consideration at their next scheduled hearing.
- f. The ADC may accept the recommendation, reject the recommendation, or direct

City staff to conduct further analysis. The ADC is not authorized to select different Proposals than those selected by the Committee.

Note: Albuquerque City Council makes the final determination of award among any and all selected Proposals after a Development Agreement is negotiated with MRA.

## **H. Additional Negotiations**

Proposals do not constitute final design plans and are subject to change through mutual negotiation and agreement. Among those selected, and depending on the ADC recommendation (if applicable), MRA may request additional information on the project, team roles and responsibilities, and timeline for the selected Proposer(s). The City may request further planning, concept development, and financial analysis of the proposed Project and its use of City-owned land (or funds, if applicable).

Proposer(s) may also be required to provide additional documentation and plans to demonstrate need, further outline development plans, solidify a project timeline, and identify the exact land need or gap financing, if applicable, required for the project. City staff will be available to provide technical assistance and guidance.

## **I. Development Agreement**

The Development Agreement for each Project will include performance requirements and mandatory reversion provisions, up to and including reversion of land and all improvements, that will be triggered including contract termination if the performance requirements are not satisfied. A Development Agreement does not constitute a final notice of award.

**Note:** Any loan or grant of City Funds requires City Council approval, which takes an average of 3-6 months, and a favorable outcome for the development is not guaranteed. Please make note of this timeline when determining project schedules. The City Council agreement represents the final notice of award.

## **J. Submittal Process**

- 1. *Schedule for Response to RFP.*** The deadlines related to this RFP are on the cover page. The City reserves the right to revise this schedule in the event that it is needed. Failure to submit a timely Response pursuant to the RFP and any addendum may be grounds for deeming a submittal non-responsive. If a revision to this schedule must occur, the addenda will be posted to the City's website: <https://www.cabq.gov/mra/request-for-proposals>.
- 2. *RFP Amendments.*** MRA may publish changes to the terms of this RFP at any time prior to the deadline via amendments, which will be posted to the MRA's RFP webpage. It is the responsibility of all Proposers to examine this entire RFP, check back regularly for amendments on the website, and seek clarification of any requirement that may not be clear. Proposers must check their responses for accuracy before submitting a Proposal.

Negligence in preparing a Proposal may result in the submittal being deemed non-responsive at the City's sole discretion. The Proposer shall be responsible for fully understanding the requirements of the RFP and subsequent documents. Failure to respond to all publicized amendments shall render the Proposal incomplete and nonresponsive, and will therefore not be considered. It is the Proposer's responsibility to keep apprised of answers to questions and any amendments to this RFP by frequently checking the following website: <https://www.cabq.gov/mra/request-for-proposals>.

3. **Formal Inquiries.** During the Project awarding process, commencing with issuance of this RFP and continuing until award of a contract for the Project (or cancellation of the award), no employee, member or agent of any Proposer shall have any communications regarding this award with any member of the City, the Committee, the ADC, their advisors or any of their contractors or consultants involved with the awarding of the Project, except for communications expressly permitted by this RFP. Any Proposer engaging in such communication may be disqualified at the sole discretion of the City.

All formal inquiries or requests for significant or material clarification or technical interpretations or notification to the City of errors or omissions relating to this RFP must be directed, in writing, to the contact person listed on the cover page. Questions and requests for clarification must be submitted on the Inquiry Form (Exhibit A) provided on the City's website. The City will post these inquiries and affiliated responses to the website within eight business days of receipt of the inquiry. The source of the question will not be disclosed until the contract has been awarded.

4. **Preparation of Response.** The City will not reimburse the cost of developing, presenting, submitting, or providing any response to this solicitation. All materials and Responses submitted in response to this solicitation become the property of the City and will not be returned.
5. **Authorized Representative.** Any Proposer submitting a Response shall be deemed to have read and understood all the terms, conditions and requirements in the RFP and any addenda. Submissions must include a completed RFP Letter of Acknowledgement (Exhibit G) signed by an individual authorized to legally bind the Proposer.
6. **Submission of Responses.** Responses may be submitted at any time until the due date and time stated in this RFP. Responses must be uploaded to Metropolitan Redevelopment Agency via the City of Albuquerque's Super-Flash File Transfer Protocol ("SFFTP") file directory at <https://sfftp.cabq.gov/f/71df0e622f42e9c1>. Thoroughly review Exhibit H for upload instructions to ensure your file is properly uploaded. No telephone, email or facsimile Responses will be considered. Late submissions will not be accepted.
7. **Rights Reserved by the City.** The City reserves the right to reject any or all offers. The City may elect to waive informalities and minor irregularities in offers received. Nothing in this RFP implies a contractual obligation with any firm, nor will the City reimburse costs for submittal requirements. All responses and accompanying documentation to the RFP will become the property of the City at the time the Responses are submitted.

Responses should include all criteria, including any additional criteria set forth by addenda, to be considered complete. Any Response that does not meet this requirement may be considered non-responsive.

8. ***Appeal Procedures.*** Within 15 days after the Albuquerque Development Commission's selection of finalists, any Proposer not selected may appeal the decision to the City Council. For more information regarding the appeal process, please refer to Section 14-8-4-8 of the Metropolitan Redevelopment Agency Ordinance.

**K. Attachments**

Attachments to this RFP include:

- Exhibit A – Formal Inquiry Form
- Exhibit B – List of Permissive Uses in MX-L Zoning District
- Exhibit C – Property Map
- Exhibit D – Proposal Information Sheet
- Exhibit E – Financial Summary (Excel)
- Exhibit F – Community Benefit Matrix (Excel)
- Exhibit G – Letter of Acknowledgement
- Exhibit H – SFFTP Upload Guide
- Exhibit I – Accepted third party diverse-owned business certifications
- Exhibit J – Modified W-9
- Exhibit K – Cost Reduction/Gap Financing Resources
- Exhibit L – COA Color Palettes