

**REQUEST FOR PROPOSALS
FOR
DEVELOPMENT CONSULTING SERVICES**

Responses due by: October 16, 2025 at 10:00 AM

Submit responses to:

**Development Consulting Services
ATTN: Cathy Hoog, Executive Director
SALEM HOUSING AUTHORITY
27 CHARTER STREET
SALEM, MA 01970**

The Project and the Sponsor

The Salem Housing Authority (SHA) has advertised an RFP for a Developer Partnership for exploring a redevelopment project for SHA's vacant land located at 17-27 First Street. The RFP package can be obtained by contacting Cathy Hoog, Executive Director, Salem Housing Authority at choog@salemha.org. If SHA is successful in partnering with a viable Developer, SHA will apply for the next round of funding for the Public Housing Innovations Grant as advertised with the Executive Office of Housing and Livable Communities (EOHLC) in partnership with a selected Developer. If SHA is chosen to receive the grant through EOHLC, SHA is to undertake predevelopment activities in conjunction with a Developer for the proposed redevelopment of First Street. The redevelopment will be carried out by the SHA's designated Developer. The resulting development will include ideally affordable housing units with possible further consideration of market rate units and/or commercial space. The duration of the pre-development period will be 18 to 24 months. Closing and construction would ideally start in 2026.

The SHA is a public housing agency established by MGL c. 121B to provide housing to low-income residents in the City of Salem. The SHA is not an agency of the City of Salem; it owns and manages 665 units of public housing throughout the City including family, elderly/disabled. As well as administering over 1,000 Section 8 Housing Vouchers.

Scope of Services

The SHA is seeking a development consultant to assist its efforts throughout the Designer review phase and any future applications phases further grants to fund the project, the predevelopment process, and potentially (at the SHA's discretion) through stabilized occupancy. Tasks during the predevelopment period may include, without limitation:

- Act as the lead in the designated evaluation committee during the scoring and evaluation of any proposals submitted;
- Assist SHA in procuring additional members of the development team including legal counsel;
- Support the Executive Director and/or SHA staff in communicating with the Developer, EOHLC, City, and other relevant parties, and in coordinating team activities;
- Assist SHA and its counsel in negotiating land disposition, financing, and contractual documents with the Developer;
- Assist SHA in reviewing and negotiating project budgets (for predevelopment, development, and project operations);
- Assist SHA in facilitating zoning and other regulatory approvals by the City and State, in conjunction with the Developer;
- Assist SHA in reviewing and negotiating site plan, building design, and infrastructure plan, including approach to infrastructure financing;
- Assist SHA in facilitating resident and community engagement, in cooperation with the Developer;
- Assist SHA in reviewing and negotiating the relocation plan with the Developer;
- Assist SHA and its counsel in identifying legal and policy impediments to the redevelopment program; and in working with EOHLC to secure necessary changes;
- Assist SHA and its counsel in assembling and/ or reviewing closing documents.

General Approach to the Project

Respondents should describe in a submission not to exceed two pages:

- their overall approach to the project (e.g. strategy, style, objectives, any modifications to the proposed Scope of Services);
- their relevant experience and qualifications, including at least 10 years' experience in affordable housing preservation and finance, especially work with public agencies and housing authorities in the metro Boston/ North Shore area.

Fee Structure

Fee proposals should be submitted in a document that is separate from the rest of the information submitted in a clearly marked separate envelope. Respondents may propose any fee structure, including an hourly rate for services. However, the SHA prefers a fixed fee structure based on an all-inclusive, not-to-exceed upset price, with an hourly rate for extra services. The SHA prefers a deferred payment structure in which the Consultant would receive a portion of their compensation at and after closing.

Submittals

Responses may be submitted by mail only. Fee structure should be sent as a separate mailing in a clearly marked separate envelope at the same time as the Proposal response. In addition to the General Approach and Fee Structure, respondents should submit:

- A detailed resume documenting the Respondent's background and experience particularly with affordable housing preservation or revitalization projects and work with local housing authorities and public agencies in metro Boston and Massachusetts.
- List of other projects underway or expected to commence and availability to commence work on the First Street Development.
- Three or more references with contact information (email and telephone).

Process for Selection and Contract Award

RFP responses will be indicative of consultant services and compensation. A consultant will be tentatively selected at the SHA's November Board meeting. Then the SHA and consultant will negotiate the scope of services, compensation, and contract with a goal of executing a contract by December 2025. Proposals will be evaluated by the Executive Director and approved by SHA Board. Particular consideration will be given to proposals that:

- Are from consultants with extensive relevant experience, especially in the Boston/North Shore area and with housing authorities and public agencies.
- Propose a fee structure that is affordable within the development budget and that aligns the consultant's incentives with the SHA.
- Are from consultants, who are able to commence work immediately and to devote the necessary time to the project.
- Provide strong references from sponsors of recent, similar projects.

The SHA expressly reserves its right to reject any or all proposals and make this award to the most Highly Advantageous Proposer other than the one with the lowest hourly cost after review of and in consideration of the Proposer's experience with real estate and redevelopment related matters. SHA reserves its right to re-designate the submission deadline upon reasonable notice to all recipients of this request for quotations. SHA reserves the right to reject all proposals if SHA is not successful in selecting a viable Developer following the RFP for Development Services of First Street.

Attachments

- Non-collusive Affidavit (Attachment A)
- Tax Compliance Certification (Attachment B)

RATING AND EVALUATION CRITERIA

Ratings of Consultant's Response will be based on **Highly Advantageous (5points), Advantageous (4 points), Acceptable (3 points), And Unacceptable (0 points)** with higher scores given based on, and within, each of the below categories.

- Direct experience with similar programs **(5 points)**
- Experience working with Massachusetts housing authorities **(5 points)**
- Knowledge of Massachusetts Laws and EOHLC regulations **(5 points)**
- Experience and knowledge of private real estate transactions **(5 points)**

The above points are the maximum that can be awarded in each category.

PROPOSALS WITH QUALIFICATIONS SHOULD BE SENT AS FOLLOWS AND MUST BE RECEIVED BY THE SALEM HOUSING AUTHORITY NOT LATER THAN 10:00 AM ON OCTOBER 16, 2025

**Development Consulting Services
ATTN: Cathy Hoog
Executive Director
SALEM HOUSING AUTHORITY
27 Charter Street
Salem, MA. 01970**

PROPOSALS should be MARKED AND SUBMITTED AS "PROPOSAL AND QUALIFICATIONS" in one envelope and "PRICE PROPOSAL" in a separate SEALED ENVELOPE.

**CATHY HOOG, EXECUTIVE DIRECTOR
SALEM HOUSING AUTHORITY
27 CHARTER STREET
SALEM, MA 01970**

Attachment A

Certificate of Non-Collusion

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

Signature of Individual Submitting Bid or Proposal and
Date

Name of Business

Date

Attachment B

Tax Compliance Certification

Pursuant to M.F.L. c. 62C, SS49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, I am in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

Signature of Individual Submitting Bid or Proposal

Name of Business

Date