



Worcester

Housing Authority

PROJECT MANUAL

REQUEST FOR PROPOSALS # 26-17

BOOTH DEVELOPMENT PARTNER

RELEASE DATE: **June 26, 2026**

PROPOSAL DUE DATE: **August 14, 2026, at 2:00 p.m.**

BOARD OF COMMISSIONERS

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SUBMISSION CHECKLIST

This checklist is provided to assist proposers in determining what documents are required to be submitted with each bid.

Each Proposal shall be accompanied by:

1. Technical Proposal
 2. Non-Collusive Affidavit
 3. Certificate of Tax Compliance
 4. Disclosure of Beneficial Interests
 5. Price Proposal– clearly marked separate sealed envelope
-

REQUEST FOR PROPOSALS # 26-17

BOOTH DEVELOPMENT PARTNER

To select the most advantageous proposal for a developer partner to assist the Worcester Housing Authority/Building Futures Inc. in pursuing the Booth Apartments Revitalization Project, which will redevelop its federal public housing development at 680 Lincoln St Worcester, MA 01605, it has been determined that comparative judgments of technical factors will be necessary. The complexities involved with identifying a suitable developer to assist in this project makes the proposal process a clear choice.

IMPORTANT DATES

Request for Proposals (RFP) Issued on:	Friday, June 26, 2026
Pre-Proposal Meeting/Site Visit Tour:	Wednesday, July 15, 2026
Proposal Submission Deadline:	Friday, August 14, 2026
Proposer Interviews:	Late August 2026 (Estimated)
Developer Selection:	September 2026

I. REQUEST FOR PROPOSAL

The Worcester Housing Authority, Building Futures Inc. (WHA/BFI), hereafter referred to as the "Authority," is seeking proposals from qualified developers to:

- **Partner with the Authority:** to create a comprehensive and cost-effective redevelopment plan for the Worcester Housing Authority's Booth Apartments at 680 Lincoln Street. This plan will involve replacing the existing 1956-era buildings with new structures, including a minimum of 44 units reserved for current Booth residents who are 30% AMI Residents. The redevelopment must include at least 200 new units, with additional units as feasible from both development and operational perspectives.
- **Provide Housing Options:** The new units will be available to applicants from the WHA public housing waitlists, with replacement units affordable to residents at or below 30% of Area Median Income (AMI). Additional affordable housing should be included for residents earning up to 80% of AMI, with a limited market-rate component as necessary to support long-term financial feasibility. Market-rate units should support project feasibility but should not become the primary purpose of the redevelopment. A diverse, mixed-income population is a key goal, and the existing 44 units for elderly/disabled residents must be replaced. Additional units should include one-bedroom workforce housing. Proposals should also consider options for affordable homeownership and first-time homebuyer units.
- **Select a Qualified Developer:** The Authority seeks a developer with proven experience and the ability to deliver a cost-effective project that aligns with the Authority's vision, ensuring mutual benefit.
- **Establish a Partnership Structure:** The selected developer will work with the Authority to form an ownership and development structure acceptable to WHA/BFI, HUD, and any other applicable governmental agencies. The Authority intends to preserve flexibility to negotiate ownership interests, ground lease or land-control terms, property management roles, and major approval rights based on the selected proposal and final financing structure.
- **Include Community and Commercial Space:** The redevelopment will feature a Community Center, space for on-site elderly care, and commercial rental space, with sufficient parking per Worcester's guidelines. Developers are strongly encouraged to incorporate retail space into their proposals to enhance the community and provide convenient access to goods and services.

- **Support Land Acquisition:** The Authority may consider reasonable redevelopment expansion opportunities if additional land becomes available near the Booth Apartments site. Proposers may identify optional strategies for future land acquisition or site expansion; however, proposals should not assume that the Authority currently controls any adjacent parcels unless expressly stated by the Authority.
 - **Development Fee Participation:** The Authority anticipates participating in the development fee through its nonprofit affiliate, Building Futures Inc. Proposers should include a proposed development fee structure and identify the anticipated allocation between the developer partner and Building Futures Inc. The Authority expects Building Futures Inc. to receive a minimum of 25% of the developer fee, subject to final negotiation and project feasibility.
 - **Preferred Financing Strategy:** All potential future sources may be considered; however, the Authority is particularly interested in understanding whether the redevelopment can be made financially feasible without reliance on federal or state Low-Income Housing Tax Credits (LIHTC). Proposers shall provide two financing concepts: (1) one LIHTC-based financing scenario and (2) one non-LIHTC financing scenario. WHA currently has other major LIHTC developments in construction and does not anticipate pursuing LIHTC funding for Booth Apartments for at least three years. Financially feasible non-LIHTC proposals will be viewed favorably.
 - **Designate Acquisition Partner:** The successful respondent will be designated, pursuant to M.G.L. c. 30B, §16, as the partner to acquire an interest in the Site in collaboration with the Authority.
-

Background and Site Details

Constructed in 1956, the Booth Apartments were initially developed under Massachusetts' Chapter 667 Program as affordable housing for individuals over 62. The complex currently consists of 44 one-bedroom units across 11 masonry buildings, totaling approximately 31,000 square feet. Despite several capital improvement projects, the buildings show signs of significant wear, including unlevel floors, deteriorated brick facades, and porous masonry exteriors, which are no longer adequate for today's residents.

The Booth Apartments site, spanning 8 acres, is underutilized. The current structures are small, with limited floor and storage space. The porous exteriors are prone to leaks, and aging concrete windowsills require constant maintenance. Redevelopment offers an opportunity to better utilize the site with larger structures that align with the topography and address the housing shortage.

Redevelopment Impact

This project will have a substantial economic impact while expanding affordable housing options for new applicants. With waiting lists of over 26,000 families for subsidized housing and 13,000 for leased housing, the WHA aims to leverage this redevelopment to provide housing and services that support better lives for those in need.

Located near Lincoln Plaza, WRTA bus service, and with easy access to Interstate 290, the Booth Apartments site is well-positioned for redevelopment.

Next Steps

The Authority intends to enter a Memorandum of Understanding (MOU) with the selected developer. The MOU will outline the roles and responsibilities of the Authority, the Developer, and other key team members. A detailed legal contract will follow, consistent with the MOU and Authority requirements, and will include a Land Disposition/Development Agreement, subject to HUD review and approval.

Proposal Selection

The purpose of this RFP is to first select a developer with demonstrated experience and capacity to carry out a redevelopment project that best addresses the needs and goals of the community as described in this RFP. Secondly, it serves as notice of the Authority's intent to redevelop Booth Apartments, contingent on compliance with all requirements of law governing disposition of real property by a local housing authority and regulations required by the U.S. Housing & Urban Development (HUD) programs.

The most advantageous proposal from a responsive and responsible proposer, considering all evaluation criteria in this RFP, will be selected.

The Authority makes no representations or warranties, express or implied as to the accuracy and/or completeness of the information provided in this RFP. This RFP (including all attachments and supplements) is made subject to errors, omissions, prior sale, lease or financing and withdrawal without prior notice, and changes to, additional, and different interpretations of laws and regulations.

II. PROPOSAL SUBMISSION AND SELECTION PROCESS

The Authority has determined that its selection of a developer and disposition of "Booth Apartments" are subject to the Uniform Procurement Act, M.G.L. c. 30B. Therefore, the provisions of M.G.L. c. 30B are incorporated herein by reference. The Authority shall comply with all requirements relating to disposition of real property pursuant to M.G.L. c. 30B, Section 16. Without limiting the generality of the foregoing, in connection with the disposition of the Site, the Authority hereby declares that:

- 1) The Site is available for disposition, subject to the following restrictions on subsequent use:
 - a) The number of public housing units currently located on this site must be kept as affordable within the same income range that currently exists for Booth Apartments residents.
 - b) HUD Disposition and Rental Assistance Demonstration (RAD) regulations and approval must be followed.
- 2) The selected Developer must be willing to work within a joint venture or other structure with the Authority satisfactory to HUD and any other governmental agencies having authority over the Redevelopment Project and which meets the requirements of M.G.L. c. 121B.
- 3) For purposes of M.G.L. c. 30B, the WHA has made a preliminary determination that the value of the Site exceeds \$35,000, and therefore the disposition of the Site is subject to the provisions of M.G.L. c. 30B, §16(c).
- 4) Any ground lease is subject to review and approval by HUD.
- 5) The Authority reserves the right to determine, at the time of disposition, that it is in the public interest to dispose of the Site for less than fair market value, to promote the redevelopment of federal public housing at the Site, taking into account the feasibility of completing the Redevelopment Project. In such event, pursuant to M.G.L. c. 30B, §16(g), the Authority shall publish notice of its decision in the central register, explaining the reasons for its decision and disclosing the difference between such value and the price to be received.

The deadline for submitting proposals either in person or by mail is 2:00 p.m., Friday, August 14, 2026. Later proposals shall be rejected. Postmarks will not be considered. Proposals should be addressed to:

**Worcester Housing Authority
Purchasing Department
Attn: Vice President of Procurement
660 Lincoln Street, Worcester, MA 01605**

All information contained in the proposal is public. All packages submitted by the deadline will be opened in public and logged in. Proposals should be marked "RFP# 26-17 Booth Apartments – Development Partner" and must include all required documents, completed and signed by a duly authorized signatory, including the following, to be considered a complete proposal:

- a) Cover page labeled "RFP# 26-17 Booth Apartments – Development Partner" to WHA; Worcester Housing Authority; 660 Lincoln Street, Worcester, MA 01605; Dave Coderre, Vice-President of Procurement, coderre@worcesterha.org, 508-635-3203.
- b) One clearly marked original, in a three-ring binder, and two (2) copies of the proposal with required attachments;
- c) An electronic version of the complete proposal submission to be included as a USB flash drive.

All inquiries regarding this RFP should be made via e-mail only and directed to: Peter Proulx, Chief Operating Officer, proulx@worcesterha.org no later than 2:00 p.m. Friday, July 31, 2026. Inquiries should have a subject line titled: "RFP# 26-17 Booth Apartments – Development Partner Inquiry". Any inquiries after such date will not be accepted. All inquiries and responses will be shared with all proposers in an Addendum.

The Authority reserves the right to select the most advantageous proposal to the Authority, as deemed by the Authority to be in its best interests. Cost will not be the deciding factor in the selection process. Uniform criteria have been established and will be used to evaluate all proposals. The Authority reserves the right to award the contract to the Proposer with the most responsible and responsive proposal, considering both price and evaluation criteria as set forth herein. All awards are subject to review and approval by the Authority Board of Commissioners or Chief Executive Officer.

The Authority reserves the right to reject all proposals, in whole or in part, to waive informalities or irregularities in the proposals and make awards deemed in the best interest of the Authority and the public.

A Proposer may correct, modify or withdraw a proposal by written notice received prior to the time set for opening of proposals. After the opening, a Proposer may not change any provision of the proposal.

Each responsive proposal will be evaluated based on the information provided in the Proposer's submission in accordance with the submission requirements of this RFP and any interviews, references and additional information requested by Authority. Each response will be evaluated first for compliance with the minimum criteria, and if it meets those criteria then according to the criteria set forth in "Attachment A – Comparative Evaluation Criteria".

Proposers' Responsibility for Due Diligence: Proposers should undertake their own review and analyses concerning physical conditions, environmental conditions, applicable zoning, required permits and approvals, procurement requirements, and other development and legal considerations.

III. SITE TOUR AND BRIEFING

Interested Proposers are encouraged to attend a voluntary on-site briefing session on Wednesday, July 15, 2026, at 10:00 a.m. at the Worcester Housing Authority Booth Apartments Community Building, Haven Lane, Worcester, MA 01605. Registration to attend the briefing is required no later than 2:00 p.m. on Tuesday, July 14, 2026. To register, or for additional information, contact the Authority through Peter Proulx, Chief Operating Officer via email at proulx@worcesterha.org.

IV. DEVELOPMENT OBJECTIVES

The Authority is seeking a developer to develop a Plan that will achieve the following objectives, considering the Site's capacity, good site planning and landscaping considerations, the Authority's long-term ownership and operational goals, and the market and financial feasibility of the potential Redevelopment Project:

Affordability

The Authority's Booth Apartments Revitalization Project encompasses all applicable public housing redevelopment requirements, including HUD, RAD, M.G.L. c. 121B, and other applicable federal, state, and local requirements. While LIHTC experience is valued, the Authority is particularly interested in developers with demonstrated experience executing mixed-income and deeply affordable housing projects without reliance on tax credit equity, including projects supported by PBV/HAP revenue, conventional debt, soft debt, state or local subsidy, ground lease structures, and other innovative financing tools. Proposers should be prepared to compare the timing, feasibility, risks, and benefits of both LIHTC and non-LIHTC approaches.

This project will enhance all available housing for current residents as well as create new, affordable units that will similarly be available to new residents who meet all Massachusetts Public Housing assistance thresholds.

Unit Types

The development should reflect the local community and provide housing for work force housing. For this reason, the Authority is interested in the inclusion of affordable housing units that are intentionally designed to not only provide new and improved housing to current residents but will also allow the housing authority to serve more residents in need while also reducing the agency's dependency on federal public housing operating and capital funds.

Building Design and Aesthetics

The final development's architecture should reflect the local design vernacular and be an outstanding example of superior design, both interior and exterior.

Proponents are encouraged to use their creativity and experience in describing how they will choose materials and methods of construction so as to minimize regular maintenance costs and achieve energy efficiency while reflecting the design standards of the surrounding community.

The city of Worcester requires stretch code adherence.

Energy Efficiency

The Authority is looking for proposals that include building and site designs that increase the tenants' energy and water savings and limit the project's environmental impact. Details regarding the Proposer's approach to including sustainable design features should be incorporated into the project description.

Site

Describe any specific requirements, such as required buffer areas between site buildings and neighboring homes, requirements for playgrounds or other amenities, etc.

Project Permitting

Proposals should include a description of the permitting process that the developer plans to use.

Public Construction

Unless a Home Rule Petition or other waiver is sought, procurement of construction services must follow M.G.L. Chapter 149 requirements. If the Development Partner proposes a waiver to Chapter 149, the proposal shall note this and list past projects in Massachusetts that have been successful in acquiring a waiver to Chapter 149. Proposers should assume that all applicable prevailing wage requirements will apply.

V. PROPERTY DESCRIPTION

Please see:

Attachment C: Locus Map –

Zoning: The Site is currently zoned RG-5.

Utilities: (the following utilities already exist on the site)

- Water (Public)
- Wastewater Public sewer
- Electric National Grid
- Gas Eversource

VI. PROPOSAL SUBMISSION REQUIREMENTS

Submission of a technical and a price proposal is required. The price proposal must be sealed and submitted separately from the technical proposal.

TECHNICAL PROPOSAL:

One (1) original copy and two (2) printed copies of the technical proposal must be submitted in a sealed package, along with one in electronic version on a USB drive, clearly marked:

TECHNICAL PROPOSAL
RFP # 26-17 Booth Apartments – Development Partner
COMPANY NAME: _____

The Technical proposal shall contain the following information:

1. The Developer

The proposal must include a description of the development team, the individuals and organizations involved in the development (in particular the project manager), and their experience. The development team may include, without limitation, the developer, property manager, architect, contractor, engineers, consultants, lenders and investors. The WHA reserves the right to select, reject, or change any member of the development team. Proposals must include:

- The name, address, e-mail address, and telephone number of the proposer, the name of any representative authorized to act on his/her behalf, the name and contact information of the contact to which all correspondence should be addressed, and the names and primary responsibilities of everyone on the development team.
- If the proposer is not an individual doing business under his/her name, a description of the firm and status of the organization (e.g. whether a for profit, not-for-profit or charitable institution, a general or limited partnership, a corporation, LLC, LLP, business association, or joint venture) and the jurisdictions in which it is registered to do business. If the proposer is a

non-profit, please include a list of the organization's Board of Directors and areas of expertise they represent.

- The nature of the entity that will acquire an interest in the Site, and the expected guarantors of debt, if any.
- Identification of all principals, partners, co-venturers or sub-developers participating in the transaction, the proposed nature and share of participants' proposed ownership and control of the project, and the proposed legal and financial relationship with the WHA, including any proposed ownership interest of the WHA in the owner entity.
- 3 years of audited or CPA-prepared financial statements, or equivalent demonstration of the Developer's financial strength and ability to honor all financial guarantees, should the need arise.
- Discussion of whether the developer or an affiliate of the developer is proposing to also serve as the property manager. If the developer is not proposing to serve as the property manager, the proposer shall describe the proposed process for securing property management services.
- Identification of the potential development team, such as architects, engineers, landscape designers and development consultants. If the developer proposes to use a specific contractor, the developer should identify that contractor and discuss the applicability of procurement requirements, including but not limited to: M.G.L. c. 149 §§ 44A - 44J; c. 149A; c. 30 §§ 39M, and c. 30B. Background information, including firm resumes and resumes for principals and employees expected to be assigned to the project, should be provided.
- A summary of first, the developer's and secondly, the development team's experience collectively and individually, and with similar projects, especially projects serving federal/state public housing mixed income communities with a market rate tier. Particular attention should be given to demonstrate experience with projects of a similar scale and complexity of site conditions, design and financing, as well as location. Proposer should demonstrate the ability to perform as proposed and to complete the project in a competent and timely manner, including the ability to pursue and carry out design, permitting, financing, construction, and marketing/unit absorption.

The following format should be used to submit the information for each project identified.

- Project name, location, project type, project scope, start date, projected completion date and actual date of completion, total development costs, key project people.
- Rents or sales prices of units serving over 80% AMI households.
- Narrative on why your experience is relevant to the proposed project.
- Description of the organizational structure of the development team and a plan for the maintenance of effective communications between the WHA and the development team during all phases of the project.
- Information regarding any legal or administrative actions past, pending or threatened that could relate to the conduct of the Proposer, its principals or any affiliates.
- Confirmation that no local, state or federal taxes are due and outstanding for the development team or any constituent thereof and that no member of the development team has been the debtor in a voluntary or involuntary bankruptcy filing within the past 10 years.
- Provision of references for 3 completed projects, with contact names, title and current telephone numbers who can provide information to the WHA concerning the Proposer's experience with similar projects.

2. Development Concept

The proposal must include a preliminary narrative description of a primary development concept, plus additional optional scenarios, for the Site and its improvements. The Proposer should submit basic information regarding its development concept, including:

- Number and size of unit bedroom size and affordability levels within each unit size category.

- Narrative as to why/how the mix of bedroom sizes and affordability is proposed to ensure project financial feasibility and appropriateness for the marketplace.
- If the Proposer intends to work with the WHA to refine the number, size and affordability levels of units, include narrative as to proposed methodology for final determination of the proposed mix.
- Narrative description of the Proposer's concept for the layout and architectural character of the Redevelopment Project and its various programmatic and physical elements, including any potential energy savings/green elements that the Proposer would recommend considering for inclusion in the building and site designs (the city of Worcester requires stretch code adherence).
- Project financing – provide preliminary pro forma development and operating budgets, indicating the anticipated operating income and costs given the projected unit mix, projected equity investment and debt, and the assumptions underlying the numbers. The Proposer should also provide a narrative describing previous success in securing comparable funding. If any local, state or federal subsidy money is sought to create affordability, the Proposer should also describe the type and amounts of subsidies and the timeline for securing those sources. The proposal must include both a LIHTC-based financing scenario and a non-LIHTC financing scenario for comparison.
- Lender(s) letters of interest (mentioned in the comparative selection criteria)

3. Conceptual Drawings

- a. Proposers must include 11 x 17 conceptual drawings including:
 - One or more site plans showing the proposed layout of buildings on the Site; and
 - Elevations showing the suggested design of buildings.
- b. If a Proposer is unable to provide the above plans, the Provider must provide for a mark-up of the Locus Map for the Site attached as Attachment C, indicating where the Proposer would expect to locate the buildings comprising the Redevelopment Project, together with a narrative description of the Proposer's timetable and methodology for developing the conceptual drawings.

4. Sales and Management Plan

- Description of the target market, e.g., pricing and the strategy for marketing all units other than public housing units.
- The proposal must include a plan for the ongoing management of the development. In addition, if the Proposer is including a property manager as part of its initial team, all relevant information as outlined under 'Developer' above should be included with respect to the property manager, as well as details of any projects where the Proposer and the property manager have worked together before.

By submission of its proposal, the Proposer is certifying that the Proposer and/or its proposed management agent:

- Has a clear understanding of fair housing requirements/laws
- Has a clear understanding of local preference opportunities and requirements
- Shall utilize appropriate state standards to determine program and unit eligibility – i.e., qualified tenants
- Shall establish a criteria for tenant selection and a fair and unbiased selection process;
- Shall be responsible for selecting properly qualified tenants;
- Shall maintain all necessary reports and certifications required under state and federal law.

5. Implementation Plan and Timetable

The Authority expects that the proposed Redevelopment Project will close on all necessary financing sources within two years and complete construction within three years of the execution of a Disposition/Development Agreement. The proposal must include a description of how the Plan will be implemented, including but not limited to:

- Preliminary development schedule for all elements of the Plan, including key milestones, financing benchmarks, zoning, and projected completion/occupancy timeframes.
- Outline of the anticipated land use, zoning, development, environmental, operational and other governmental permits or regulatory approvals that may be required to carry out the Redevelopment Project. The Proposer should provide a preliminary schedule for securing approvals as part of the proposal. The Proposer should note what zoning variances, special permits or modifications are required.

PRICE PROPOSAL – (If the Proposer seeks any fees for the preparation of the development documents from the Authority) (Attachment B):

One (1) original copy and two (2) printed copies of the price proposal are required for submission. The price proposals must be submitted separately from the technical proposal, and sealed in a separate envelope marked:

PRICE PROPOSAL
RFP # 26-17 Booth Apartments – Development Partner
COMPANY NAME: _____

VII. DEVELOPER SELECTION CRITERIA

All proposals submitted by the due date will be evaluated for conformance with the minimum criteria below stated. Those proposals that meet the minimum criteria will then be evaluated by the comparative criteria described below. Proposers will be invited for an interview and will be scored by the review committee.

Minimum Criteria

The following are minimum criteria for Proposal consideration. Proposals that do not clearly and fully convey these minimum criteria will not be considered.

1. Complete conformance with all submission requirements.
2. Proposer must have a minimum of 10 years' experience in development of housing utilizing multiple financing sources and have developed and managed at least two mixed-income housing development projects, of at least one hundred units each, which have a considerable proportion of market-rate units.
3. The proposer must be willing to form an LLC along with the Authority, for the purpose of planning, financing and developing the project.
4. Proposal provides for 44 affordable housing units at rents compliant with M.G.L. c. 121B for current residents and applicants of the WHA's public housing wait lists and proposes a redevelopment concept with a minimum of 200 total units, with additional units encouraged where feasible from a development and operational perspective.
5. Developer availability to commence work within 5 days of selection; show sufficient staff resources and availability to perform required services.
6. Completed required forms at Attachments D, E & F:
 - Certificate of Non-Collusive Affidavit
 - Certificate of Tax Compliance

- Disclosure of Beneficial Interests form as required by M.G.L. c. 7C, s. 38

Comparative Evaluation Criteria

Proposals meeting the minimum criteria will then be judged on the following additional comparative evaluation criteria:

A. Developer Experience and Capacity (This is for the development team)

- Development Experience and Capacity: extent to which the Proposer's experience exceeds the minimum criteria; the Proposer's prior track record in the construction of housing of a similar scale and type, and the experience of the development team with regard to mixed income housing development, including demonstrated ability to complete projects on time and within budget.
- Developer Financial Capacity: identification of all other real estate owned by the Proposer (including affiliates); certification as to whether any member of the development team has been named as debtor in any voluntary or involuntary bankruptcy proceeding within the past ten years; ability to secure financing as evidenced by letter(s) from prospective lender(s) indicating that the Proposer has a strong financial capacity including sufficient net worth and access to financing to carry out a project of the magnitude being proposed; 3 years of audited or CPA-prepared financial statements or equivalent demonstration of the Developer's financial strength and ability to honor all financial guarantees, should the need arise.
- Staffing Plan: the Proposer demonstrates the staff capacity to take on the work within 5 days of award.
- Experience developing energy efficient housing

B. Management Experience and Capacity

- Management approach: high quality management team with direct experience and proven track record in managing deeply affordable units with a mixed income component
- Marketing and Management of Affordable Rental Units: Experience in marketing and managing affordable rental units especially experience with tax credit compliance and reporting
- Marketing and Management of Market Rate Units: experience in marketing and successfully selling or renting, as applicable, homeownership and/or rental units at prices/rents consistent with initial projections within a time frame consistent with initially projected absorption period.

C. Redevelopment Project Objectives, Concept and Feasibility

- Development Objectives and Concept: a proposal, addressing the objectives and concepts described above, with a mix of income ranges, and reflecting knowledge and understanding of project constraints, in particular legal constraints re: the ownership structure and any environmental restraints.
- Financial Feasibility: extent to which the project is feasible financially and proposed resources are attainable, taking into account visible site conditions and any identified environmental, zoning and other permitting issues and the affordability requirements and goals as described above, based on analysis of Proposer narrative; proposals that present a credible, financially feasible non-LIHTC structure will be viewed favorably.
- Sources and Uses: proposed pro forma budgets that are based on current cost and market conditions
- Pro forma operating budget: appropriate for target population, reasonableness of management, administrative, maintenance and utility costs
- Proven track record leading community processes and ability to work with residents and resident groups and incorporating their feedback into the project plans.

D. Design Concept

- Site and Building design: narrative and any conceptual plans submitted reflect a superior design approach taking into account identified housing needs, that creates density within the context of its surroundings, that reflects the local design vernacular, that provides community while maintaining individual tenant privacy, provides adequate parking, and provides adequate recreation space
- Green design elements: Stated commitment to energy saving design and identification of potential use of green/sustainable materials, methods and systems

E. Results of Reference Checks

F. Fee Proposal

- A proposal will be selected that is the most advantageous to the Authority when both evaluations and fee are considered. A contract may be awarded to a Proposer who does not submit the lowest fee proposal.

VIII. SELECTION PROCESS

The Authority or its designee(s) (i.e., an evaluation committee) will review and evaluate all proposals that are received by the submission deadline based on the criteria outlined herein. Evaluation of the proposals will be based on the information provided in the proposers' submission in accordance with the submission requirements of this RFP and any interviews, references, and additional information requested and/or gathered by the Authority. The Authority will select the developer it or its designees determines has submitted the most advantageous and responsive proposal.

The WHA will notify all proposers in writing of its decision.

The Authority reserves the right to reject any or all proposals or to cancel this Request for Proposals if it is in the best interest of the Authority.

IX. POST SELECTION

Disposition/Development Agreement

It is the intent of the Authority to enter into a Disposition/Development Agreement with the selected proposer. The proposer will agree to immediately meet on a weekly basis with the Authority to ensure timely submission of the funding request application to HUD, EOHLIC, and/or other applicable funding agencies. As part of the agreement the Authority will work with the Development Partner to determine the best course of action that may include to sell or lease the Site to the new LLC entity subject to such restrictions as the Authority deems necessary. Disposition of the Site will only occur after compliance with all remaining applicable requirements of M.G.L.c. 30B and achievement of benchmarks to be identified in the Disposition/Development Agreement, including without limitation EOHLIC and/or HUD approval and the developer having secured all necessary financing and permits. The Disposition/Development Agreement will be finalized after the selection process.

X. ATTACHMENTS

- A. Comparative Evaluation Criteria
- B. Price Proposal
- C. Locus Map
- D. Certificate of Non-Collusive Affidavit
- E. Certificate of Tax Compliance
- F. Disclosure of Beneficial Interests

ATTACHMENT A COMPARATIVE EVALUATION CRITERIA

DEVELOPER EXPERIENCE & CAPACITY (TEAM)	UNACCEPTABLE	ADVANTAGEOUS	HIGHLY ADVANTAGEOUS
<ul style="list-style-type: none"> • Demonstrated experience in and capability for designing, permitting, developing and managing projects of a similar scale and type, including mixed income residential projects. • Demonstrated financial capacity as evidenced by required documentation • Demonstrated experience securing financing for similar projects • The adequacy of the proposed staffing plan, taking into account the experience and qualifications of the identified team members. • Experience developing energy efficient homes • Quality of property management team, including experience with similar projects • Demonstrated experience and success in marketing mixed-income properties, including familiarity with requirements applicable to affordable units and achievement of target rents/prices for market rate units. • Successful long term management approach 	<p>Development team members have had only minimal experience in the development of mixed income projects of a similar scale and type, including legal, design, development, financing, and management experience with rental housing.</p>	<p>Development team members have had significant experience in the development of mixed-income projects of a similar scale and type, including significant legal, design, financing, affordable housing management, and development experience. <i>Significant experience (2 or more projects)</i> Energy efficient buildings are part of standard development approach.</p>	<p>Development team have significant and substantial successful development of mixed income housing projects of a similar scale and type, including significant legal, design, financing, affordable housing management and development experience. <i>Extensive experience (4 or more projects)</i> Energy efficient design and construction is the standard approach to design and development.</p>
REDEVELOPMENT PROJECT OBJECTIVES, CONCEPT AND FEASIBILITY	UNACCEPTABLE	ADVANTAGEOUS	HIGHLY ADVANTAGEOUS
<ul style="list-style-type: none"> • Proposal addresses the objectives and concepts described in the RFP, with a mix of bedroom and income ranges, and reflects knowledge and understanding of project constraints, in particular legal constraints re: the ownership structure, and, if applicable, water and septic systems. • Project assumptions are reasonable and support a conclusion that the project is feasible financially and proposed resources are attainable, taking into account visible site conditions and any identified environmental, zoning and other permitting issues and the affordability requirements and goals as described in the RFP • Adequacy of proposed 	<p>Proposal does not demonstrate an understanding of development process, constraints, costs and operating budgets for mixed-income projects including a combination of affordable and market-rate housing.</p>	<p>Proposal contains realistic development and operating budgets and demonstrates developer's proven track record in securing necessary financing for similar transactions.</p>	<p>Proposal contains realistic, detailed and cost-effective development and operating budgets and demonstrates developer's high degree of success in securing necessary financing and other sources of funding for similar transactions.</p>

<p>development budget based on current cost and market conditions</p> <ul style="list-style-type: none"> • Pro forma operating budget includes rents that are appropriate in relation to market as well as reasonable assumptions management, administrative costs, maintenance and utility costs 			
SITE AND BUILDING DESIGN	UNACCEPTABLE	ADVANTAGEOUS	HIGHLY ADVANTAGEOUS
<ul style="list-style-type: none"> • Creative, thoughtful and efficient site design concept that is cost-effective and high quality, creates density within the context of its surroundings • Site plan creates community while maintaining tenant privacy • Plan reflects local design vernacular • Plan provides adequate parking and adequate recreation space • Design concept for market units is thoughtfully tailored to maximize the value of the units. 	<p>Proposal fails to either present and support the feasibility of an attractive viable proposed design or describe in detail the methodology and criteria to be applied in developing an attractive and viable design proposal.</p>	<p>The proposal meets all design requirements of the RFP or outlines in reasonable detail the methodology and criteria to be applied in developing a design that meets all design requirements.</p>	<p>The proposal exceeds the design requirements of the RFP or outlines in reasonable detail the methodology and criteria to be applied in developing a design that exceeds the design requirements.</p>
REFERENCES, SITE VISITS & INTERVIEW	UNACCEPTABLE	ADVANTAGEOUS	HIGHLY ADVANTAGEOUS
<ul style="list-style-type: none"> • References – a minimum of three references, include references from all projects undertaken in the last 10 years • Site visits - the selection committee may choose to visit proposers' completed projects • Interview of Proposer by HA or its evaluation committee 	<p>Minimum of 3 references not supplied, or references were poor and/or inadequate. Properties visited were in poor condition. Residents were not pleased. Proposer did not adequately address HA questions in the interview.</p>	<p>Strong references reflecting projects came in on time and within budget, good property management structure. Properties visited were in good condition, site layout was efficient, buildings were well designed, Residents were largely happy. Interview questions were satisfactorily addressed.</p>	<p>Strong references reflecting timely completion & developer's excellent budget control, property mgmt. structure and professionalism. Sites visited were in great condition, layout & landscaping excellent, great building design and use of energy efficient and durable materials. Residents are very happy. Interview questions thoroughly addressed; greatly impressed interviewers with ability to successfully complete project.</p>

ATTACHMENT B

PRICE PROPOSAL

Submit in a separate sealed envelope

RFP # 26-17 BOOTH DEVELOPMENT PARTNER

Proposer hereby acknowledges addenda numbered (if applicable): _____, _____, _____

WHA is looking for an all-inclusive price to assist the WHA in the application process contained herein:

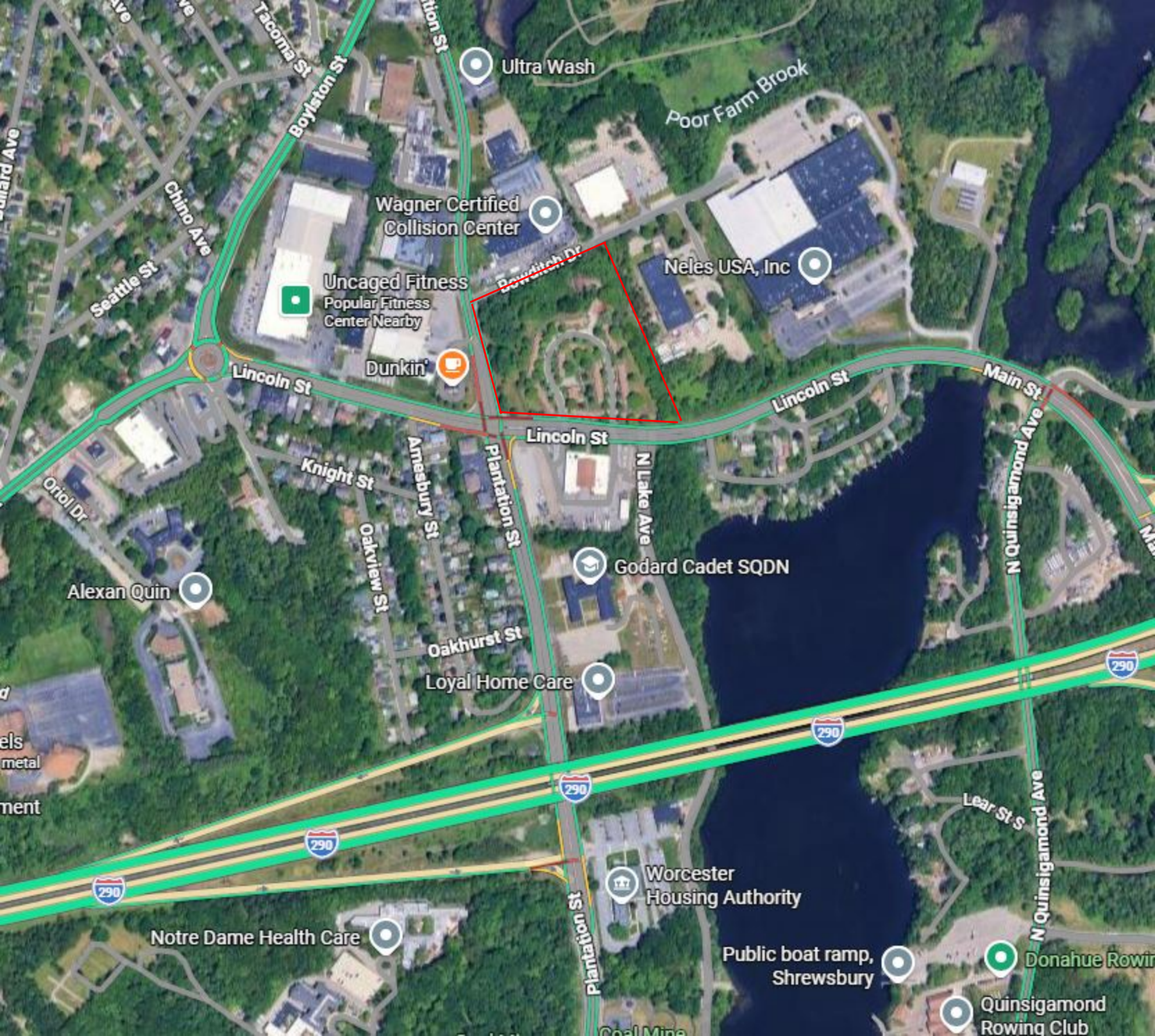
Proposed Fee:	\$
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The undersigned agrees that, if the proposer is selected as the most advantageous proposer, they will move as quickly as possible to execute a contract with the WHA in accordance with the terms of this general sealed proposal.

It is understood that the Worcester Housing Authority may reject any and all sealed proposals if the Worcester Housing Authority deems it is in its best interest to do so.

IN WITNESS WHEREOF, the parties have caused this instrument to be executed in one (1) original counterpart as of the day and year first above written.

COMPANY NAME: _____



Ultra Wash

Poor Farm Brook

Wagner Certified Collision Center

Neles USA, Inc

Uncaged Fitness
Popular Fitness Center Nearby

Dunkin'

Lincoln St

Lincoln St

Main St

Lincoln St

Knight St

Godard Cadet SQDN

Alexan Quin

Oakhurst St

Loyal Home Care

290

290

290

290

Worcester Housing Authority

Notre Dame Health Care

Public boat ramp, Shrewsbury

Donahue Rowing Club

Quinsigamond Rowing Club

Coal Mine

ATTACHMENT D NON-COLLUSIVE AFFIDAVIT

Affiant is _____ (an officer/sole proprietor) of _____
noted on the Certificate of Corporation Clerk/Sole Proprietor.

The bidder that has submitted the attached bid.

Affiant is fully informed respecting the preparation and contents of the attached bid and of all pertinent circumstances respecting such bid.

Such bid is genuine and is not a collusive or sham bid.

Neither the said bidder nor any of its officers, partners, owners, agents, representative, employees or parties in interest, including this affiant, has in any way colluded, conspired, connived, or agreed, directly or indirectly, with any other Bidder, Firm or Person to submit a collusive or sham bid in connection with the Contract for which the attached bid has been submitted or to refrain from bidding in connection with such contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication to conference with any other Bidder, Firm, or Person to fix the price or prices in the attached bid or of any other Bidder, or to fix an overhead, profit, or cost element of the bid price or the bid price of any other bidder, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against the Worcester Housing Authority or any person interested in the proposed Contract.

The price quoted in the attached bid is fair and proper and is not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Bidder or any of its agents, representative or employees, owners or parties in interest, including this affiant.

Signed: _____

By: _____

Title: _____

Date: _____

ATTACHMENT E

CERTIFICATE OF TAX COMPLIANCE

REAP CERTIFICATION: Pursuant to M.G.L. c. 62 c, sec. 49 (a),

The individual signing this contract on behalf of the Contractor, hereby certifies, under the penalties of perjury, that to the best of their knowledge and belief the Contractor has complied with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

Signed: _____

By: _____

Title: _____

Date: _____

ATTACHMENT F

SAMPLE

DISCLOSURE OF BENEFICIAL INTERESTS IN REAL PROPERTY TRANSACTION

This form contains a disclosure of the names and addresses of all persons with a direct or indirect beneficial interest in the real estate transaction described below. This form must be filed with the Massachusetts Division of Capital Planning and Operations, as required by M.G.L. c. 7C, s. 38 (formerly M.G.L. c. 7, s. 40J), prior to the conveyance of or execution of a lease for the real property described below.

1. Public Agency involved in this transaction: WORCESTER HOUSING AUTHORITY

2. Complete legal description of the property:

3. Type of transaction: Sale Lease or rental for [term]:

4. Seller(s) or Lessor(s):

Purchaser(s) or Lessee(s):

5. Names and addresses of all persons who have or will have a direct or indirect beneficial interest in the real property described above. Note: *If a corporation has, or will have a direct or indirect beneficial interest in the real property, the names of all stockholders must also be listed except that, if the stock of the corporation is listed for sale to the general public, the name of any person holding less than ten percent of the outstanding voting shares need not be disclosed.*

None of the persons listed in this section is an official elected to public office in the Commonwealth of Massachusetts except as noted below:

6. This section must be signed by the individual(s) or organization(s) entering into this real property transaction with the public agency named above. If this form is signed on behalf of a corporation or other legal entity, it must be signed by a duly authorized officer of that corporation or legal entity.

The undersigned acknowledges that any changes or additions to items 3 and/or 4 of this form during the term of any lease or rental will require filing a new disclosure with the Division of Capital Asset Management within 30 days following the change or addition.

The undersigned swears under the pains and penalties of perjury that this form is complete and accurate in all respects.

Signature: _____

Printed name: _____

Date: _____