

City of Springfield

RFP Technical Assistance  
Workshop

# Public Procurement

- Massachusetts State Laws require that municipalities utilize a fair, open and competitive procurement to dispose of publicly owned property.
- Direct sales to buyers not permitted, except for property valued under \$35,000.00 or to inter-governmental entities.

# Auction vs. Request For Proposals

## Auction

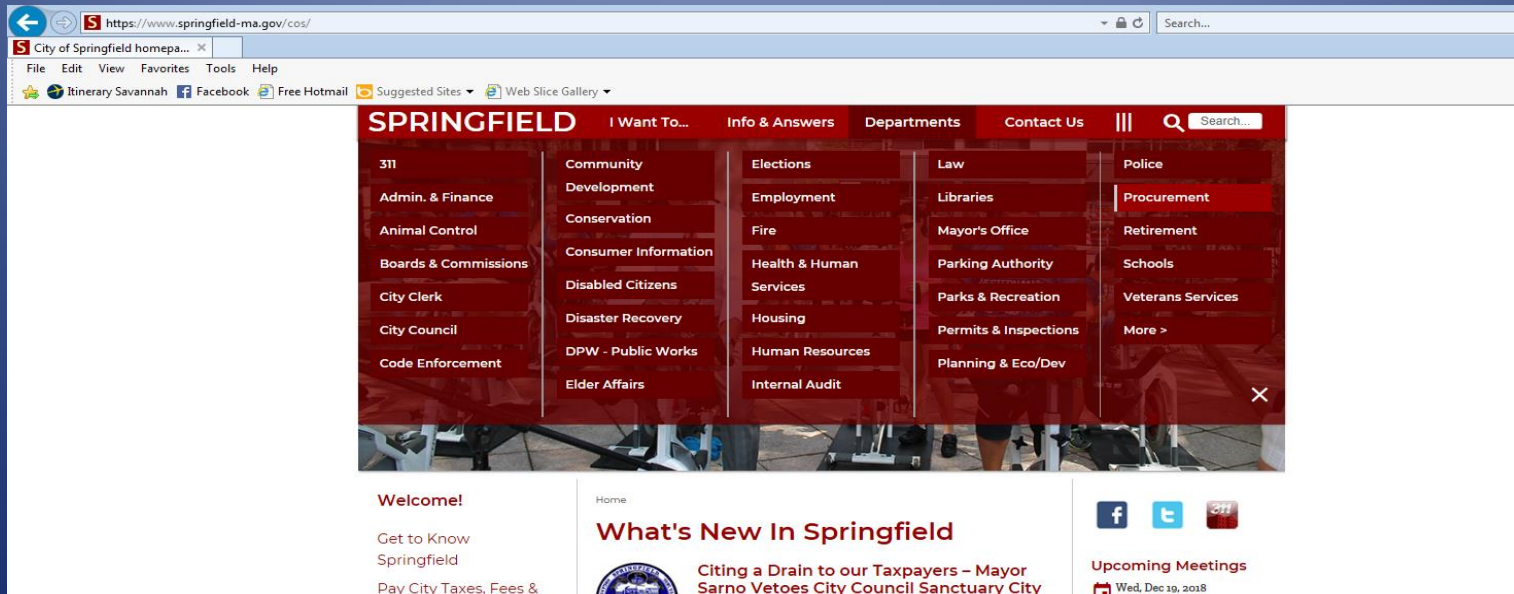
- Property sold to highest bidder
- No evaluation of re-use or qualifications

## RFP

- Sealed proposals submitted by interested purchasers
- Proposals reviewed by a committee
- Proposed re-use, qualifications, project readiness, etc., are major factor in award
- Price offered is a consideration but not the determining factor. City may sell to someone other than lowest bidder!

# How does the City advertise RFP property sales?

- Newspaper legal ads
- Tax Title email list
- City of Springfield website





**Procurement**

- Available Solicitations
- Bidding Process
- Request Bid Specs
- Ended Bids

**Office of Procurement**

Lauren Stabilo, Chief  
Procurement Officer  
City Hall, Room 307  
36 Court Street  
Springfield, MA 01103  
Phone: 417-287-6284

Home / Administration & Finance / Procurement

**Office of Procurement**

**Available Solicitations**

[View Current Bids >>](#)

**COMMBUYS**

Bid opportunities with the City of Springfield are now advertised on the Commonwealth of Massachusetts' online procurement system COMMBUYS. Hosting and advertising the opportunities on COMMBUYS allows vendors to be exposed to city solicitations as well as opportunities for business with the state. If you are a vendor interested in doing business with the city and are not registered for CommPass already, please visit the COMMBUYS website.



**About Procurement**

The Office of Procurement buys any goods or services, including real estate and construction, required by any city department. State law dictates advertising, purchasing, bidding, and contracting procedures. The department disposes of surplus or obsolete goods or equipment through public sales. Anyone wishing to review bids submitted for a particular good or service may do so by visiting the department during business

**Procurement**

[Available Solicitations](#)

[Bidding Process](#)

[Request Bid Specs](#)

[Ended Bids](#)

**Office of Procurement**

Lauren Stabilo, Chief  
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City Hall, Room 307  
36 Court Street  
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Phone: (413)787-6284  
Fax: 413-787-6295  
Mon-Fri 8:15 a.m.-4:30 p.m.

Home / Finance & Taxation / Procurement / Available Solicitations

**Office of Procurement**

**Available Solicitations**

[19-084 - Lease and Service of Motorized Golf Carts at Franconia and Veterans'](#)  
End date: Friday January 4, 2019 at 2 p.m.

[19-040 - Computer Aided Dispatch \(CAD\) Records Management \(RMS\) & Mobile Data Consultant](#)  
End date: Friday January 11, 2019 at 2 p.m.

[19-081 - IFB Consulting Services for Homeless Youth Needs Assessment and Planning Support](#)  
End date: Monday January 7, 2019 at 2 p.m.

[19-079 - Purchase & Redevelop Oak Street Fire Station](#)  
End date: Wednesday January 16, 2019 at 2 p.m.

[19-077 - Purchase and Redevelopment of 135-155 Lyman Street](#)  
End date: Wednesday January 16, 2019 at 2 p.m.

[19-074 - Purchase & Redevelop 74 Irvington Street](#)  
End date: Friday January 18, 2019 at 2 p.m.

[19-073 - Sale & Development of 427 Bay Street](#)  
End date: Friday January 18, 2019 at 2 p.m.

[19-078 - Golf Professional and Instructional Services for Veteran's Memorial and Franconia Municipal Golf Cou](#)  
End date: TODAY Wednesday December 19, 2018 at 2 p.m.

[19-076 - Windows and Doors at South End Middle School](#)  
End date: Thursday December 20, 2018 at 2 p.m.

[19-071 - RFP: Redevelopment of Walnut & Union Street Parcels](#)  
End date: Friday January 18, 2019 at 2 p.m.

Procurement

Available Solicitations

Bidding Process

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Office of Procurement

Lauren Stabilo, Chief Procurement Officer City Hall, Room 307 36 Court Street Springfield, MA 01103 Phone: (413)787-6284 Fax: 413.787.6295 Mon-Fri 8:15 a.m.-4:30 p.m.

Home / Finance & Taxation / Procurement / Available Solicitations / Bid Detail

Bid Detail

19-074 - Purchase & Redevelop 74 Irvington Street

End date: Friday January 18, 2019 at 2 p.m.

74 Irvington Street

The City is requesting proposals for the purchase and redevelopment of 74 Irvington Street (06975-0015) in the Forest Park neighborhood of Springfield, MA. This is a City owned property that consists of a 6,242 square foot lot that includes a 2 1/2 story, vacant, residential property that is zoned Residence A. The property is on a corner lot where Irvington Street, Trinity Terrace and Morningside Park meet. Assessed Value - \$149,500

The property will be open on the following dates and times for interested proposers to view:

- November 28, 2018 at 2:00 p.m.
• December 12, 2018 at 3:00 p.m.
• December 21, 2018 at 10:00 a.m.
• January 8, 2019 at 11:00 a.m.

occupancy by the proposer, or that include sale to an owner-occupant following restoration. In anticipation of this the City anticipates recording a deed restriction that requires a five year period of owner-occupancy once redevelopment is complete.

Proposers should also be aware of other potential incentives including the federal and state 20% tax credit for historic rehabilitation as well as the Community Preservation Act of which Springfield is now a participant which makes limited funding available on annual basis for impactful preservation projects.

Questions regarding the RFP should be submitted in writing to the Chief Procurement Officer. In order to provide prompt answers to questions, the City requests that all proposers submit written questions to the City of Springfield's, Office of Procurement by January 9, 2019. Questions should be faxed, or emailed to the following:

Mailing Address: Office of Procurement 36 Court Street, Room 307 Springfield, MA 01103

Fax Number: (413) 787-6295

Email: lstabilo@springfieldcityhall.com and tquagliato@springfieldcityhall.com

The City will compile written answers which will be sent in written format to all Proposers who requested a copy of the RFP, no later than January 14, 2019.

To maintain a fair and impartial competitive process, the City will only answer written questions submitted to the Chief Procurement Officer. Private communication is not allowed with any RFP Review Committee Member or other City staff during the proposal preparation and evaluation period. Proposers who initiate private communication or attempt to violate the process outlined herein will be disqualified.

Contact: Lauren Stabilo lstabilo@springfieldcityhall.com 413-787-6290

Request the complete specifications for this solicitation (19-074)

Available Solicitations

As of 10:12 am Wednesday, December 19, 2018

**SPRINGFIELD** I Want To... Info & Answers Departments Contact Us Search...

311	Community Development	Elections	Law	Police
Admin. & Finance	Conservation	Employment	Libraries	Procurement
Animal Control	Consumer Information	Fire	Mayor's Office	Retirement
Boards & Commissions	Disabled Citizens	Health & Human Services	Parking Authority	Schools
City Clerk	Disaster Recovery	<b>Housing</b>	Parks & Recreation	Veterans Services
City Council	DPW - Public Works	Human Resources	Permits & Inspections	More >
Code Enforcement	Elder Affairs	Internal Audit	Planning & Eco/Dev	

- Welcome!**
- Get to Know Springfield
  - Pay City Taxes, Fees & Tickets Online
  - Download Forms & Applications
  - Work For the City
  - Good Neighbor Guide
  - Public Information

Home

### What's New In Springfield

 **Mayor Sarno Vetoes City Council Impacted Neighborhood Stabilization Fund**

MAYOR SARNO'S VETO MESSAGE

[Read more](#)

 **First Pair of MBTA Orange Line Cars Complete**

Next-generation rail cars to be...

#### Upcoming Meetings

- Thu, Dec 20, 2018  
[Historical Commission](#) - 6:30 pm
- Thu, Dec 27, 2018  
[Community Police Hearing Board](#) - 1:30 pm
- Wed, Jan 2, 2019  
[Board of Public Works](#) - 4:00 pm

[More events >>](#)



- Housing**
- Buying a Home
- Housing Rehab & Repairs
- Neighborhood Revitalization
- Purchasing City-Owned Property
- Report a Code Violation
- Springfield Housing Authority
- Section 3- Local Jobs Initiative
- Links - Resources

**Housing Office**  
1600 East Columbus Ave.  
([map](#))  
1st Floor  
Springfield, MA 01103  
Phone: (413)787-6500  
Fax: (413)787-6515  
M-F 8:00 a.m. - 4:30 p.m.

Home / Office of Housing

## Office of Housing

### City issues Requests for Proposals (RFP) for Purchase and Redevelopment of 427 Bay Street & 74 Irvington Street

**DEVELOPMENT OPPORTUNITY**  
**427 BAY STREET**

The City of Springfield, Massachusetts is currently soliciting proposals for the redevelopment of 427 Bay Street, Springfield.



**Project Information**  
Overseas of case 1912  
Located on the Northampton Street Ready Street and 427 Bay Street  
Parcel ID:  
Located within zoning of District 1  
Springfield, Massachusetts  
City of Springfield, Massachusetts  
City of Springfield, Massachusetts  
1600 East Columbus Ave.  
Springfield, MA 01103  
Phone: (413) 787-6500  
www.springfieldma.gov

**CRBG Funding is available for construction of the project up to \$50,000**

**Application**  
November 15, 2018 at 10:00 a.m.  
November 22, 2018 at 10:00 a.m.  
November 29, 2018 at 10:00 a.m.  
www.springfieldma.gov

The additional information shown appears from the Springfield, MA website at 11/15/2018 10:10 a.m. Springfield@springfieldma.gov

**DEVELOPMENT OPPORTUNITY**  
**74 IRVINGTON STREET**

The City of Springfield, Massachusetts is currently soliciting proposals for the redevelopment of 74 Irvington Street, Springfield.



**Project Information**  
Overseas of case 1912  
Located on the Northampton Street Ready Street and 74 Irvington Street  
Parcel ID:  
Located within zoning of District 1  
Springfield, Massachusetts  
City of Springfield, Massachusetts  
City of Springfield, Massachusetts  
1600 East Columbus Ave.  
Springfield, MA 01103  
Phone: (413) 787-6500  
www.springfieldma.gov

**CRBG Funding is available for construction of the project up to \$15,000**

**Application**  
November 15, 2018 at 10:00 a.m.  
November 22, 2018 at 10:00 a.m.  
November 29, 2018 at 10:00 a.m.  
www.springfieldma.gov

The additional information shown appears from the Springfield, MA website at 11/15/2018 10:10 a.m. Springfield@springfieldma.gov

Request for Proposals for:

- Purchase & Redevelopment of 427 Bay Street per Bid# 19-073 ([Click on Flyer above](#))
- Purchase & Redevelopment of 74 Irvington Street per Bid# 19-074 ([Click on Flyer above](#))

RFPs will be received until 2:00P.M (EST) on: **January 18, 2019** by Chief Procurement Officer, Lauren Stabilo at the Office of Procurement in City Hall, 36 Court Street, Room 307 Springfield, MA 01103.

Bid documents and specifications will be available at no charge beginning Wednesday, November 21, 2018 at 9:00am at the Office of Procurement or requesting a copy on the City's website [www.springfieldcityhall.com](http://www.springfieldcityhall.com).

**City of Springfield Announces Tax Title Auction of 21 Properties**



Date: Tuesday, October 23, 2018  
 Time: 6:00PM  
 For more information, go to: [sullivan-auctioneers.com](http://sullivan-auctioneers.com)  
 Click on the auction documents below to view:

- [Custodian's Notice of Sale](#)
- [Terms & Conditions of Sale](#)

Copies of the Work Write Up and Specifications will be available at the following locations:

- I. Office of Housing, beginning Friday, September 27, 2018 – Tuesday, October 23, 2018. The Office of Housing is open Monday – Friday from 8:30am-4:30pm and located at 1600 East Columbus Avenue, Springfield, MA 01103.
- II. Property Open Houses held on Saturday, October 20, 2018 on site at the following locations and times.

PROPERTY ADDRESS	OPEN HOUSE
70 Amore Road	9:00-11:00am
37 Chapel Street	9:00-11:00am
65 Maynard Street	9:00-11:00am
524 Union Street	9:00-11:00am
1579 State Street	9:00-11:00am
22-24 Decatur Street	12:00-2:00pm

- Housing**
- Buying a Home
- Housing Rehab & Repairs
- Neighborhood Revitalization
- Purchasing City-Owned Property >**
  - Requests for Proposals
  - Tax Foreclosure Auction
- Report a Code Violation
- Springfield Housing Authority
- Section 3- Local Jobs Initiative
- Links - Resources
- Housing Office**  
1600 East Columbus Ave.  
(map)  
1st Floor  
Springfield, MA 01103  
Phone: (413)787-6500  
Fax: (413)787-6515  
M-F 8:00 a.m. - 4:30 p.m.

Home / Office of Housing / Purchasing City-Owned Property

## Purchasing City-Owned Property

The City becomes owner of homes and vacant lots when owners fail to pay taxes. The City's priority for these properties is to transfer them to the ownership of responsible City residents to live in the homes or take over adjacent lots to make a bigger yard.

### Auctions of City-Owned Properties

Several times a year, the City holds public auctions at which it sells homes and lots it has taken for the non-payment of taxes through the tax foreclosure process. News of scheduled auctions is always posted here on the City's website.

Interested purchasers may get on a contact list to be notified when auctions have been scheduled. This can be done by contacting the City's Office of Housing at (413)787-6500 or emailing [jdavila-ramos@springfieldcityhall.com](mailto:jdavila-ramos@springfieldcityhall.com)

[To view Auction Frequently Asked Questions \(FAQs\) click here.](#)

High Bidders will be required to sign several documents following the auction. Generalized samples of these documents can be viewed below:

- [Memorandum of Sale of Real Property](#)
- [Affidavit Pursuant to M.G.L. c.60, §77B](#)
- [Affidavit Disclosure of Property Owned](#)
- [Buyer's Acknowledgement](#)
- [Lead Paint Notification and Waiver & Property Transfer Notification Certification](#)

All new construction on build-able lots purchased at the auction will be required to undergo the Site Plan Review Process by the [Office of Planning and Economic Development](#). This review process is used to ensure that the proposed structure is in context with the predominate architectural style found within the particular neighborhood. This review is also used to ensure compliance with the City's Zoning Ordinance. It is recommended that you review the [City of Springfield-Design Guidelines](#) to get an idea of the type of construction that will be permitted in each neighborhood. Questions regarding Design Guidelines and the Site Plan Review Process should be directed to the [Office of Planning and Economic Development](#) at (413)787-6020.

High Bidders who purchase properties with buildings on them will be required to submit rehabilitation

# Responding to an RFP

## Step 1 – Obtaining a copy of the RFP

You must pick-up or request an official copy of the RFP from the Office of Procurement:

Springfield City Hall  
36 Court Street, Room 307  
Springfield, MA  
413-787-6284

Request Online:

[https://www.springfield-ma.gov/finance/procurement/bid\\_inquiry.php](https://www.springfield-ma.gov/finance/procurement/bid_inquiry.php)

- You will also need to submit your contact information so the City can contact you regarding the solicitation.

# Responding to an RFP

## Step 2 – Read the RFP

The City is required to spell out all important information in the RFP. This includes:

- When and how RFPs can be obtained
- Pertinent property information
- The end goal the City hopes to achieve
- Any site tours
- If there are development incentives or conditions
- Minimum bids, if applicable
- Anticipated schedule
- How potential purchasers can submit questions
- Deadlines for submissions and what **MUST BE INCLUDED** within your submission
- Evaluation criteria and information on who will complete the review
- All other pertinent information
- The City isn't allowed any surprises!

# Responding to an RFP

## Step 3 - Attend a site tour

- The City must allow all potential purchasers equal opportunity to view properties.
- If the City is opening the property for viewing and you are serious about responding, it is crucial to attend a site tour. How can you submit an adequate development plan or budget without seeing the property?

# Responding to an RFP

## Step 4 – Questions

- If you have thoroughly read through the solicitation and you still have questions. You should submit those questions IN WRITING by the deadline.
- Questions can be submitted via fax, email or snail mail.

Lauren Stabilo, Chief Procurement Officer

Springfield City Hall

36 Court Street, Room 307

Springfield, MA

413-787-6284

[lstabilo@springfieldcityhall.com](mailto:lstabilo@springfieldcityhall.com)

- The City will respond to all questions IN WRITING. To ensure fairness and openness the City is required to provide a copy of responses to everyone that has requested an official copy of the RFP.

# Responding to an RFP

## Step 5 – Develop your plan

- How do you intend to re-use the property? Is that re-use permitted?
- Does the property need work? Do you have a budget? Are you qualified to put together the budget? If not, do you have a contractor or architect who can? How will you obtain funding to complete the necessary work?
- Will you complete the work yourself? If not, have you identified a qualified and licensed contractor to do the work?
- Will you manage the project yourself, do you have experience and capacity to do so? If not, do you have a development team? Does the team have development experience and capacity to do so? Who do you need to assemble to do so?
- How much time will you need to begin and complete the project?
- What will you offer for purchase price?
- If you are proposing selling the property after you complete the work, do you have a way of assembling appropriate comparables?
- If you are proposing a rental re-use, have you determined the rents you can charge once the work is completed? Do you have the ability to prepare a rental pro-forma to lay out your anticipated income and expenses or will you need to hire someone to do it?
- Review the evaluation criteria provided in the RFP. Do you meet that criteria? If not, how can you better craft your plan or team to meet that criteria?
- Do you need to do additional due diligence?



# Project Specific Information

3) Project Specific Information. Complete proposals should also include the following:

- a. Financial plan for the project including anticipated sources and uses budget, and estimates of direct hard construction and soft development costs. Proposal should include proof of financing and/or financing commitments to encompass all proposed redevelopment costs. Budget and cost estimates should demonstrate the amount of CDBG funding the developer anticipates requesting (not to exceed \$15,000) and what exterior and/or structural repairs that funding will be utilized for.
- b. Project schedule with proposed timelines for implementation of the proposed redevelopment plan, including construction schedule, any proposed phasing, etc.
- c. Detailed narrative description of the proposed redevelopment program, including a preliminary site plan and elevations. How the developer intends to incorporate restoration of historic elements.
- d. A statement clarifying owner-occupancy plans. If purchaser intends to occupy the property themselves or if they will be selling to an owner-occupant after rehabilitation is complete. If the developer is intended to sell the property post-construction a marketing plan to attract appropriate buyers and listings of comparable sales should be included.
- e. Purchase price and terms, specifying the total proposed purchase price for the Project Site(s). Please note while the City will take into consideration the purchase price, the review committee will be evaluating the benefits of the project as a whole, therefore the City will not be obligated to accept the highest bid.
- f. A listing of the development team members, including the lead development team entity(s); construction manager/general contractor; management agent; architect; engineer; consultant(s); legal counsel; broker; etc. The proposal should identify the contact person who will represent each team member.
- g. Previous relevant development experience of development team members. It should include any experience with federal HUD funding including HOME, CDBG, CDBG-DR, NSP, etc. It should include comparable successfully completed projects and resumes, including development experience must be included for *each* of the following parties who are members of the development team:
  - Corporate general partners or controlling member/manager of the development entity (s) (including non-profits).
  - Individual general partners or controlling member/manager of the development entity (s).

# Project Specific Information Cont.

427 Bay Street

- h. A company background statement for the lead development entity, to include:
  - a. Name of legal entity.
  - b. Names of principals in firm.
  - c. Addresses and telephone numbers of all entity officers.
  - d. Structure of entity, i.e., individual, partnership, corporation, LLC.
  - e. ~~Years~~ Years entity has been in business.
  - f. Names of individuals familiar with the developer's work on similar projects who October be contacted as references.
- i. Any other relevant supporting information and documentation should be included within the submission.

Bidders are subject to all current zoning, building restrictions and controls as well as design review by the Office of Planning and Economic Development. Bidders must be current on all taxes, fines, fees and other debts and liabilities, or payment plans that they have with the City. Any bidder with a significant history of non-compliance with Code Enforcement will be disqualified. Bidders must make known in the proposal should any current liabilities exist.

# Responding to an RFP

## Step 6 – Putting together your proposal

- The plan you put in your proposal matters, it matters far more than the offer price.
- Your proposed re-use, schedule, budget/funding, comparable experience, development team are the meat of your proposal. The City is looking for proposals that are feasible and that fit within the goals for that property and neighborhood.
- More information is always better than less information.
- You should go through the list of requested items in the RFP and ensure that you are including details information and backup documentation to support each of those requests.

# Comparative Evaluation Criteria

- Read the evaluation criteria, they are important.
- A committee actually sits down and scores each proposal against the criteria included in the RFP
- The evaluation criteria is what determines if and which bidder will be awarded preferred developer status.

## COMPARATIVE EVALUATION CRITERIA

### **REVIEW COMMITTEE CRITERIA**

Ratings of Highly Advantageous (“HA”), Advantageous (“A”), Not Advantageous (“NA”), or Unacceptable (“U”) will be given to each of the following criteria for each Proposer. A composite rating of “Highly Advantageous” or “Advantageous” will be assigned only if a proposal has received at least one such rating among the criteria listed below.

#### **A. Proposer Experience and Capacity**

HA - Proposer has an extensive successful track record in redeveloping historic properties as demonstrated by at least three (3) similar projects and has provided a fully formed development team.

A – Proposer has a good track record in redeveloping historic properties as demonstrated by at least two years experience and completion of at least one (1) similar project and has provided a partially formed development team.

NA – Proposer has minimal experience or a poor track record in housing construction or has not assembled a development team with sufficient expertise.

U – Non-responsive.

#### **B. Project Feasibility**

HA – Proposer has documented a clear, comprehensive development plan. The schedule and budget as supported by detail construction costs are reasonable. Proposer has resources and/or commitments readily available to undertake the project and has attached letters and proof of such resources.

A – Proposer has documented an acceptable development schedule and budget but aspects of the plan are not clearly defined and / or realistic. The Proposer’s response is not fully detailed and / or committed.

NA – Proposer has submitted a development plan that lacks sufficient detail and / or unrealistic.

U – Non-responsive.

**C. Readiness to Proceed**

HA – Proposer has demonstrated the expertise to complete successfully the project in a timely manner. Proposer has proposed an aggressive but realistic development timeline and has a favorable plan to secure immediately the property from the elements. The schedule indicates all improvements to be complete within 12 months.

A – Proposer has partially demonstrated the expertise to complete the project. Proposer's timeline is questionable and/or needs clarification or indicates a timeline greater than 12 months.

NA – Proposer has not demonstrated that they are ready to proceed. The timeline is unsupported.

U – Non-responsive.

**D. Financial Benefit to the City**

HA – Proposal offers the greatest financial benefit (sale price, minimizes the use of public funding, future tax revenue) of all proposals. All proposed costs are necessary and reasonable.

A – Proposal offers the second greatest financial benefit (sale price, minimizes the use of public funding, future taxes) of all proposals. All proposed costs are necessary and reasonable.

NA – Proposal offers the third or less greatest financial benefit of all proposals. All costs to not necessarily appear to be necessary and/or reasonable.

U – Non – responsive

**E. Level of Investment**

HA – Proposer clearly plans renovation to exceed bringing the building to the minimum standard for human habitation and federal housing quality standards.

A – Proposer plans renovation to bring the building to the minimum standard for human habitation and federal housing quality standards.

NA – Proposer plans are unclear regarding the level of investment.

U – Non-responsive.

**F. Owner-Occupancy**

HA / A – Development plan will renovate property and plans to occupy it themselves or sell it to a purchaser post-rehabilitation that will occupy the property for a period of not less than five (5) years.

NA – Development plan does not propose any owner occupancy

U – Non-responsive.

**G. Historic Preservation Commitment**

HA – Proposer clearly references preserving and restoring all original building details

A – Proposer has partially referenced restoring original building details

NA – Proposer has not referenced plans to restore any historic exterior elements

U – Non-responsive.

**H. Experience Utilizing Federal Funds for Property Development**

HA – Proposer and/or their development team have demonstrated at least three (3) successful comparable projects for which they have utilized federal HUD funding for redevelopment and show a superior understanding of how to utilize federal HUD funding for property development.

A – Proposer and/or their development team have demonstrated at least one (1) successful comparable project for which they have utilized federal HUD funding for redevelopment and show an adequate understanding of how to utilize federal HUD funding for property development.

A – Proposer and/or their development team have not demonstrated any experience utilizing federal HUD funding to complete comparable successful property development and/or do not show a clear understanding of how to utilize federal HUD funding for property development.

U – Non-responsive.

# Development Plan

- Should include a very detailed description of what you plan to do and why it is a good project that compliments the existing neighborhood.
- Are you rehabbing a historic property, talk about what you intend to do to ensure you meet historic standards and your intentions of going before the historic commission.
- If you are proposing owner-occupancy, it should be included. That almost always gets extra points.
- Does your project involve some kind of educational, community or public service program. Give details on why it is a good fit for the property and the neighborhood and on the population that will be served.
- Give details on how you will handle parking.
- If the project needs zone changes or conservation commission approval you should be prepared to discuss how you intend to comply.
- Does your project involve an environmental component like UST, contaminated soil or lead abatement, explain how you will appropriately deal with these issues.



## **DevelopSpringfield Bid Proposal, 174 & 176 Maple Street**

### **Project Specific Information**

#### **Section I - Development Plan**

DevelopSpringfield proposes to redevelop the historic row homes at 174 and 176 Maple Street into six new market rate residential rental units (three in each building) and to restore the building exteriors to the appearance shown in the 1939 photo provided in the Request for Proposals to the extent possible. The lower level and main floor of each building would be developed into large, 1,000 square foot, single-level, one-bedroom/one-bathroom units for a total of four one-bedroom units. The second and third floors of each building would be developed into large 2,000 square foot, two-level units, each with two bedrooms, two bathrooms and a bonus room for a total of two two-bedroom units. We plan to provide one parking space for each one bedroom unit and two parking spaces for each two bedroom unit on site. The sub-basement will be used to house mechanical equipment and for common storage.

Upon conveyance of the property deeds, DevelopSpringfield will immediately undertake the work necessary to stabilize the buildings, including repairing leaking roofs. Structural repairs to the rear masonry walls are also anticipated, including re-anchoring exterior masonry combined with possible reconstruction of upper portions of the walls.

The redevelopment will be completed within 18 to 24 months. The development plan includes securing federal and state historic tax credits, as well as state Housing Development Incentive Program (HDIP) tax credits. After the redevelopment is complete, the six new apartments will be rented at market rates and will be managed by DevelopSpringfield. In the long-term, it is anticipated that these units may eventually be converted to condominiums.

DevelopSpringfield's bids (\$1,000 for 174 Maple Street and \$1,000 for 176 Maple Street) are contingent upon:

- An environmental assessment;
- A structural assessment;
- City approval of HDIP tax credits, and
- Award of preferred developer status for both 174 and 176 Maple Street.

# Project Schedule

- It should be reasonable, but also allow time to include all of the steps of the project.
- It should foresee lag times due to utility connections, zone changes, permits, special permits, cold weather, etc.
- If applicable it should include time for historic or conservation approvals.
- If you are applying for things like tax credits, it should include applicable timelines.

# Project Budget

- Budget should include all necessary components of the project, including
  - Hard costs: Rehab/Construction costs
  - Soft costs: Legal Fees, Recording fees, marketing, planning, etc.
  - Acquisition price
  - Your proposed funding and how you intend to use that funding aka “Sources and Uses”.
- Your sources of funding should always meet or exceed your uses of funding.
- Budgets should be backed up with documentation to show your funding, including firm financing commitments, proof of line of credit/commitment letter from the bank/proof of developers cash/equity.

### Section - III Development Budget

Property Bid Number **SPG-14-201** Address **NS Melrose, SS Melrose, MS Marshall,  
ES Pine Street**

Development Schedule:	Unit #1 - 2	Units #3 -4	
Development Loan Closing	1/1/2012	1/1/2012	revolving line of credit
Construction Start	9/2014	10/2014	
50% Construction Completion	11/2014	12/2014	
Exterior Completion	11/2014	12/2014	
Interior Completion	02/2015	02/2015	
Certificate of Occupancy	04/2015	4/2105	

#### Development Budget -Sources and Uses of Funds

USES	Amount	Description			
		NS Melrose	SS Melrose	NS Marshall	ES Pine
<b>Hard Costs</b>					
Acquisition	20,000	5,000	5,000	5,000	5,000
Rehabilitation/Construction	736,272	186,456	181,680	186,456	181,680
Construction Contingency	36,814	9,323	9,084	9,323	9,084
Sub-Total	793,086	200,779	195,764	200,779	195,764
<b>Soft Costs</b>					
Legal Fees	29,500	7,375	7,375	7,375	7,375
Carrying Costs	30,400	7,600	7,600	7,600	7,600
Appraisal/Mkt Study	4,568	1,142	1,142	1,142	1,142
Clerk of the works	40,000	10,000	10,000	10,000	10,000
Marketing	24,300	6,050	6,100	6,100	6,050
Other soft costs	65,600	16,400	16,400	16,400	16,400
Development Fee	120,000	30,000	30,000	30,000	30,000
Sub-Total	314,368	78,567	78,617	78,617	78,567
<b>TOTAL USES</b>	<b>1,107,453</b>	<b>279,346</b>	<b>274,381</b>	<b>279,396</b>	<b>274,331</b>

SOURCES	Amount				
Developers Cash/Equity					
City CBG - DR funds	519,180	132,573	126,881	131,896	127,831
City NSP funds					
State funds	162,273	40,773	40,500	40,500	40,500
Sales Proceeds	426,000	106,000	107,000	107,000	106,000
Foundation Grants					
Other	\$				
<b>TOTAL SOURCES</b>	<b>\$1,107,453</b>	<b>\$279,346</b>	<b>\$274,381</b>	<b>\$279,396</b>	<b>\$274,331</b>

### **Section III – Development Budget**

The following financial plan for the redevelopment of 174 and 176 Maple Street assumes a total project length of 18-24 months from the time that title is transferred to building occupancy.

#### ***Development Costs (Uses)***

Acquisition	\$2,000
Purchase Closing Costs	\$12,000
Construction Costs	\$1,150,200
Property Insurance	\$11,440
Construction Loan Interest	\$33,450
Property Taxes	\$8,492
Utilities	\$2,700
Architect Fee	\$92,016
Historic Preservation Consultant	\$20,000
Developer Fee	\$133,230
Contingency	\$133,030
<b>Total</b>	<b>\$1,598,557</b>

#### ***Funding Sources***

Construction Loan / Permanent Debt	\$445,691
DevelopSpringfield Equity	\$250,000
CDBG Development Incentive	\$200,000
Historic Tax Credits (Federal and State)	\$562,293
HDIP State Tax Credits	\$140,573
<b>Total</b>	<b>\$1,598,557</b>

# Rehab Plan

- Rehab plan should be tailored to the property you are submitting a proposal for, this is why attending site visits are important.
- Rehab plan should be completed or reviewed by a licensed contractor that is familiar with the site and has comparable experience.
- Rehab plan should include all pertinent hard costs associated with bring the building to code. That includes big items like foundation repair, roof, HVAC, windows to small items like cabinets, fixtures, doors, etc.
- The City's rehab specialist reviews the rehab plan. He has reviewed thousands of rehab plans and can tell pretty quickly which ones have been done by qualified professionals and which ones haven't.
- Rehab plan should also include things like landscaping, sidewalks, .
- Rehab plan should have a reasonable contingency for unanticipated expenses. There is ALWAYS unanticipated expenses.

# Sample Rehab Plan



Estimated repair costs and items for 257 Central, Springfield MA	Estimate	
	Low	High
Gut entire property to framing and sheathing including stripping roof, siding, porches, doors, windows. Gutting all interior components down to original framing and subflooring. Labor	\$12,000	\$15,000
Disposal costs for above.	\$5000	\$6500
Jack up house so that foundation can be replaced. Subcontractor price including lifting supporting and lowering the property.	10000	\$12000
New foundation with brick veneer walls of historic equivalent. New cement flooring and footings for structural supports.	18,000	22,000
Architectural work and code review to evaluate existing structure and provide detailed construction documents for new framing and mechanicals.	8000	10,000
Structural work including replacing rotten sills, straightening existing framing, reframing door and window openings with dimensional lumber, adding new support posts in the basement, replacing staircases with new, making any layout changes, repairing sheathing and subflooring. Prep for mechanical upgrades.	\$15000	\$20,000
Add new roof with new plywood sheathing and shingles.	8500	9500
Rebuild porches and stairs build to match original architectural design.	7500	8000
Install approximately 14 new windows and 3 new doors consistent with original historic character.	9100	10500
Reside house with JamesHardie cement board siding to match original historic clapboard siding	13500	14500
Replace electrical service and panel and install all new wiring and fixtures throughout the house.	10,000	12,000
Install new gas fired hot air central heating system.	\$5500	\$6500
Plumbing costs including all new rough and finish plumbing	\$6500	\$7500
Insulate entire property	\$12,500	\$15,000
Install all new drywall throughout	6500	7000
Finish carpentry - Install all new interior doors, door casings, window casings, baseboard trim etc.	7000	7500
Interior Painting - All walls floors and ceilings and trim as necessary on in all floors.	\$4000	\$5000

Bathroom Remodeling - 1 full baths Including new cabinetry, flooring and fixtures as necessary.	\$4,000	\$6,000
Kitchen Remodeling including new cabinetry, flooring and fixtures as necessary.	7,000	8,000
Flooring-Refinish or install new flooring in living room and bedrooms.	\$4000	\$4500
Install Driveway	8000	9000
Sitework including removing old pad and grading lawn	\$1500	1750
Replace basement bulkhead cover	\$650	\$850
Utility costs during scope of project	1200	1800
Cleaning & Make Ready	\$650	750
Lead paint testing and remediation	1750	3500
5% Allowance for miscellaneous repairs	\$9375	\$11200
<b>Total Project Range of Costs</b>	<b>196,725</b>	<b>235,850</b>

Representative photos, certificate of insurance, and supporting documentation is attached.

# Rehab Plan details

## Condition

**Foundation:** The foundation is a combination of brick and cement block sections. The masonry is in poor condition throughout with missing bricks, failing mortar a large hole in the west end of the property. The brick walls are severely bowing in many locations and the mortar between the bricks has deteriorated beyond the point where repair is reasonable. The cement block portion of the structure is slightly newer and in slightly better condition however it still needs pointing and other repairs to be structurally sound. The existing basement also has a dirt floor and low ceiling height. Proper footings for central structural supports are lacking. Given the amount of work that will be required to restore the rest of the structure it would only make sense to jack up the house and replace the entire foundation with the addition of a poured concrete floor.

**Structural:** The original structure appears to be of timber frame construction. The sills are rotted with evidence of termite/wood boring insect damage in numerous spots. The floors are sloping throughout and in the basement are many temporary wooden support columns installed in what appears to be an attempt to correct sloping floors. The staircases to the basement and 2<sup>nd</sup> floor are badly sloping with worn and damaged treads. To correct all these conditions the entire structure should be gutted inside and out, jacked up, a new foundation installed and then the underlying structure straightened and repaired.

There are also some notable architectural deficiencies including very narrow stairs to the second floor, low ceiling heights in 2<sup>nd</sup> floor rooms and an awkward floorplan for both the 1<sup>st</sup> and 2<sup>nd</sup> floors. Architectural code review should be done to evaluate whether the property can be rebuilt in its existing floor plan and significant changes should be considered to improve functionality and marketability.

**Exterior:** The roof is badly damaged and has been leaking for many years creating extensive interior damage. The chimneys have collapsed below the roof line and interior fireplaces have been sealed off. The wooden clapboard siding is badly weathered with broken and rotten wood. The doors windows and siding are also badly damaged and in need of complete replacement. Exterior steps, porches and bulkhead are all deteriorated beyond reasonable repair. All porches and steps should be removed and all roofing, siding, doors and windows stripped down to the original homes sheathing and framing. From this point structural repairs can be made, sheathing repaired/replaced and all new roof, windows doors, and siding installed. New porches and steps would need to be built.

**Interior:** The interior of the property is in very poor condition. Ceilings are collapsing from water damage. Interior walls are multiple layers of plaster, drywall and paneling and are badly damaged. Interior cabinets and fixtures are badly damaged and in disrepair. Plumbing and electrical components have been stolen and stripped for copper. It does not appear that any of the homes original or existing architectural elements can be saved. The entire home should be gutted so that proper structural repairs can be made, new mechanical systems installed, and then new walls, floors, ceilings, interior doors, trim, cabinetry and fixtures installed.

**Heating, Plumbing and Electrical:** Due to theft and vandalism very little remains of any of the homes mechanical systems. All existing plumbing, heating and electrical needs to be completely removed and replaced.

**Sitework:** Separate from the work required to restore the home some significant site work may still be required to be marketable for either sale or rent. This would include at the very least the addition of a driveway and pathway to the front of the house, removing the large concrete pad in the back of the house from the old garage and grading several mounds and holes in the lawn.



# Example 2

## Section - III Development Budget

### III. Construction Budget

Trade Item	Amount	NS Melrose	SS Melrose	NS Marshall	ES Pine	
Plumbing	39,000	12,250	12,250	12,250	12,250	
Rough Carpentry	336,272	86,456	81,680	86,456	81,680	modular units
Finish Carpentry	-					
Painting	20,000	5,000	5,000	5,000	5,000	
Insulation	14,000	3,500	3,500	3,500	3,500	
Roofing	8,000	2,000	2,000	2,000	2,000	
Exterior Siding	16,000	4,000	4,000	4,000	4,000	
Flooring	28,000	7,000	7,000	7,000	7,000	
Foam	28,000	7,000	7,000	7,000	7,000	
Heat & Ventilation	36,000	9,000	9,000	9,000	9,000	
Appliances	8,000	2,000	2,000	2,000	2,000	
Electrical	15,000	3,750	3,750	3,750	3,750	
Foundations	42,000	10,500	10,500	10,500	10,500	
Site Work	124,000	31,000	31,000	31,000	31,000	
Landscaping	10,000	2,500	2,500	2,500	2,500	
Permit / Gen cond	12,000	3,500	3,500	3,500	3,500	
<b>TOTAL</b>	<b>736,272</b>	<b>186,456</b>	<b>181,680</b>	<b>186,456</b>	<b>181,680</b>	

*The Contractor certifies that, to the best of their knowledge, the construction estimates, and trade-item breakdown on this page are complete and accurate.*

Who prepared the estimates?

Robbin Jones, Construction Manager

NAME

Basis for estimates?

Quote from modular company and experience on similar projects.

Please detail in narrative the project to be undertaken

Springfield NHS proposes to develop a two-story, single-family home on each of the 4 lots with 3 bedrooms and 1 1/2 baths with approximately 1,350 sq. ft. of living area. Two different designs will be used. Modular units from Westchester Homes will insure high quality of construction produced under controlled conditions. The homes will require lower energy use through the use of extensive air sealing and high efficiency (96%+) heating systems. The construction incorporates principles of green building utilizing non-toxic, low VOE paints, finishes, flooring and adhesives. The floors in the common areas will be finished with bamboo. Trex will be utilized for porch decking and stairs. Each home will be Energy Star certified. The site work, tie-in, porches and finish will be completed by a local general contractor to be determined by a competitive bidding process.

# Developer Experience and Capacity

- Do you have experience in the type of project you are submitting a proposal for?
- If your answer is yes, good. You should still provide information on the contractor, lawyer, you intend to use.
- If your answer is no, or not much. Then it is crucial you assemble a good development team that can make up for your lack of experience. A good development team could include a contractor or architect that has extensive experience. It could include a consultant, project manager or lawyer that will guide the project. It could also include a partner that has applicable experience.
- This matters significantly for more complicated projects and projects that include federally funded development incentives.

# Developer and Development Team Experience and Capacity

- Detail includes:
  - Summary of past comparable projects (including locations)
  - Photos and details of projects
  - Years of experience
  - Development team resumes
  - If you are applying for development incentive funds, should demonstrate team members experience utilizing public funds.
  - If you are applying to purchase and rehab a historic project, you should explain your team's knowledge and experience with the restoration of historic properties.

## Section - II Development Team Summary and Experience

### I. Developer/Sponsor:

Legal Name	Springfield Neighborhood Housing Services, Inc.	
Address	111 Wilbraham Road Springfield, MA 01109	
Contact Person	Ruth Ann Stutts	
Phone/Fax	(413) 739-4737	ext. 103
E-mail	rastutts@springfieldnhs.org	
Has this entity already been formed?	Yes	
Principals	Non-profit corporation	
Principals		

### II. Contractor( if selected)

Name	To be determined by competitive bid process	
Address		
Fed Tax ID #		
Contact Person		
Phone/Fax		
E-mail		

### III. Management Agent, if rental

Name	N/A	
Address		
Contact Person		
Phone/Fax		
E-mail		

### IV. Attorney:

Name	Richard Brooslin	
Address	1380 Main Street, Suite 305 Springfield, MA 01103	
Phone/Fax	(413) 733-0654	(413) 733-7573
E-mail	brooslin.law@verizon.net	

## Section II Continued

### V. Financer/Lender

Name	The Life Initiative	
Address	480 Boylston Street	
	Boston, MA 02116	
Contact Person	Kristen Harol	
Phone/Fax	(617) 450-9638	(617) 850-1100
E-mail	kharol@thelifeinitiative.com	

### VI. Current Real Estate Holdings:

Address	# of Units	Purchase Date	Development	Mortgage
111 Wilbraham Road	office space			0

### VII. Development Experience:

Address	# of Units	Date of Project Start	Date Project Complete	Total Develop. Costs
75 Tyler Street	1	2011	2012	\$288,750
140 Pendleton St	1	2011	2012	\$301,648
23 Quincy Street	1	2011	2012	\$248,031
22 Burr Steet	1	2011	2013	\$181,199
133 Colton Street	1	2010	2013	\$278,325
29 - 31 Dearborn	2	2008	2010	\$301,500
30 Colonial	1	2008	2009	\$266,600
161 Eastern Ave.	1	2008	2009	\$230,000
124 Eastern Ave.	1	2008	2009	\$248,500
121 Eastern Ave.	1	2008	2009	\$231,500

## **Section II - Development Team Summary and Experience**

The development team will be comprised of DevelopSpringfield (developer/owner), an architectural firm, an historic preservation consultant, and a general contractor to be selected through a competitive bidding process.

DevelopSpringfield is a nonprofit corporation formed in 2008 to stimulate economic growth and revitalization within the City of Springfield. Our mission is to create conditions that encourage private development, with a bricks-and-mortar focus and an understanding of Springfield's unique

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characteristics. The organization's board of directors includes representatives from the City, state and local business community and nonprofits.

DevelopSpringfield President and CEO Jay Minkarah will manage the redevelopment of 174 and 176 Maple Street. Project Manager Danielle McKahn, Director of Marketing and Community Affairs Paige Thayer, and Office Manager Ben Murphy will serve as support staff.

Jay Minkarah has worked in planning and economic development in New England for over twenty-five years and has managed significant urban redevelopment projects. Prior to coming to DevelopSpringfield in 2012, he served as Economic Development Director for the cities of Manchester and Nashua, NH, Community Development Director for the Town of Merrimack, NH and as a planner for the Nashua Regional Planning Commission. Danielle McKahn recently came to DevelopSpringfield from the Land Use and Environment Section of Pioneer Valley Planning Commission and has 7 years of experience in urban planning and 5 years of experience in real estate development. See attached resumes.

A. JOHN ██████████  
██████████ Street ██████████  
Springfield, MA 01103  
(413) ██████████

## **EDUCATION**

### **Juris Doctor – 1994**

University of New Hampshire School of Law, Concord, New Hampshire (formerly Franklin Pierce Law Center)

### **Bachelor of Urban Planning – 1986**

University of Cincinnati, College of Design, Art, Architecture & Planning, Cincinnati, Ohio

## **PROFESSIONAL EXPERIENCE**

### **11/12 to present DEVELOPSRINGFIELD CORPORATION SPRINGFIELD, MASSACHUSETTS**

**President & CEO:** Responsible for leading a dynamic 501 (C)(3) nonprofit economic development corporation focused on stimulating economic development and revitalization within the City of Springfield through investment in bricks-and-mortar redevelopment projects, targeted grant and loan programs and through collaboration with aligned non-profit organizations, the business community and other key stakeholders in partnership with city government.

### **04/07 to 11/12 CITY OF MANCHESTER, NEW HAMPSHIRE – ECONOMIC DEVELOPMENT OFFICE**

**Economic Development Director:** Responsible for leading multi-faceted economic development strategy for state's largest city focused on selective acquisition and development of commercial and industrial sites and disposition of surplus city-owned property, implementation of aggressive marketing campaign, business recruitment, and administration of City's revolving loan fund, Section 108 loan program and other business assistance and incentive programs. Took a lead role in pursuing key transportation, housing and public facility improvement projects and public policy initiatives. Staffed nonprofit Manchester Development Corporation.

### **02/04 to 04/07 CITY OF NASHUA, NEW HAMPSHIRE – COMMUNITY DEVELOPMENT DIVISION, OFFICE OF ECONOMIC DEVELOPMENT**

**Economic Development Director:** Directed City's economic development program including development of downtown *Riverwalk*, historic mill and brownfields site redevelopment, marketing and business recruitment and administration of revolving loan fund. Developed and coordinated program of on-going business roundtables, educational seminars and business expositions. Spearheaded development of *City Arts Nashua*, a nonprofit umbrella arts organization. Actively involved in major transportation projects, comprehensive land use regulation and zoning changes and other major city initiatives. Staffed Nashua Business and Industrial Development Authority.

### **10/94 to 02/04 TOWN OF MERRIMACK, NEW HAMPSHIRE – COMMUNITY DEVELOPMENT DEPARTMENT**

**Community Development Director (7/95 to 02/04):** Responsible for administration of Planning & Zoning, Building & Code Enforcement, Health, Conservation and Economic Development.

## **PROFESSIONAL EXPERIENCE (Continued)**

Coordinated Master Plan update and several other long-range planning projects. Drafted numerous planning and zoning ordinances and regulations. Led several major redevelopment and land conservation initiatives. Provided staff support to Town Manager, Board of Selectmen, Conservation Commission, Planning Board and Zoning Board of Adjustment. Served as Planning & Zoning Administrator from 10/94 to 7/95.

### **10/86 to 10/94 NASHUA REGIONAL PLANNING COMMISSION - NASHUA, NEW HAMPSHIRE**

**Regional Planner:** Provided wide range of local & regional planning services for twelve community regional planning commission. Primary duties and accomplishments described below.

- **Circuit Rider:** Served as contract planner/zoning administrator for Hollis, NH (1988-91 & 1994), Litchfield, NH (1987-89), and Hudson, NH (1987).
- **Master Plans:** Coordinated Master Plan updates for Hudson, NH (1993-94); Pelham, NH (1991-92); Hollis, NH (1990-91) & Litchfield, NH (1989-90).
- **Capital Improvements Programs:** Prepared capital improvements programs and annual updates for nine communities between 1986 and 1994.
- **Natural Resources:** Prepared parks & recreation and water resources management & protection plans for Nashua Region and Hollis, Pelham and Merrimack, NH.
- **Local Land Use Regulation:** Developed comprehensive zoning, subdivision and site plan regulation amendments for several towns including Hudson, Pelham & Litchfield, NH.
- **Solid Waste:** Served as principal staff to Nashua Region Solid Waste District (1988-94). Authored 1990 *Nashua Region Solid Waste Management Plan* & 1992 update. Co-authored 1988 *Regional Recycling Plan*.

### **1986 CITY OF NORTH COLLEGE HILL, OHIO**

**Planning/Administrative Assistant:** Prepared strategic plan for development of vacant commercial & industrial land. Provided general staff support to City Manager.

## **INTERNSHIPS**

Society for the Protection of New Hampshire Forests - 1994

City of Cincinnati, Ohio - City Planning Department - 1984

City of Covington, KY - Planning & Economic Development Division - 1983

Northern Kentucky Area Planning Commission - 1982 & 83

## **MEMBERSHIPS & ACHEIVEMENTS**

**New Hampshire Bar Association:** Active status since 1995

**SBA New Hampshire Financial Services Champion of the Year - 2011**

**Capital Region Development Council:** Board of Directors - 2008 to present

**New Hampshire Rail Transit Authority:** Manchester Representative - 2007 to present

**Leadership Greater Manchester:** Class of 2009

**City Arts Nashua:** Vice President and founding member - 2005 to present

**229 Main Street Award:** Great American Downtown, Nashua, NH - 2007

**Nashua Symphony Association:** Board of Directors - 2005 to 2007

**YMCA of Nashua:** Board of Directors 1996 to 2002

**Greater Nashua Center for Economic Development:** Board of Directors 1998 to 2002



## PROFESSIONAL EXPERIENCE

### **Project Manager, DevelopSpringfield (December 2013 – Present)**

Project development and coordination, including contracting, pro forma development and proposal writing

### **Land Use Planner, Pioneer Valley Planning Commission (September 2008 – November 2013)**

Planning, analysis, master planning and zoning assistance to 43 communities in Western Massachusetts. Initiated new Community Design & Predevelopment Services providing site analysis, zoning interpretation and conceptual site design

#### Selected Community Design, Smart Growth & Green Development Work

- Developing a neighborhood revitalization plan for the Six Corners/Old Hill Neighborhood in Springfield in conjunction with HAP Housing, neighborhood councils, and other community stakeholders
- Working with the West Springfield Redevelopment Authority to update the economic development and zoning recommendations of the 2004 Merrick-Memorial Neighborhood Redevelopment Plan
- Coordinated work of 6 staff and consultants on Vision for Monson Center plan. Assessed downtown zoning, open space connections and walkability. Worked with team to develop physical concept plan and recommendations
- Produced Williamsburg Village Centers Study. Developed method to assess rates of zoning nonconformance and to identify appropriate zoning reforms to promote village center development
- Completed West Street Neighborhood Design Study: Existing Conditions Assessment & Recommended Design Goals for a key corridor adjacent to downtown Northampton and Smith College
- Produced Context Analysis and Design Recommendations for 40-unit Easthampton affordable housing development. Included site assessment, alternative design concepts, green site development recs, and smart growth presentation
- Produced Green Site Development Handbook for Developers of Real Estate
- Stormwater: Drafted portions of regional Green Infrastructure Plan, developed model regulations to promote Low Impact Development (LID), Drafted/assessed stormwater management/LID regulations for numerous communities
- Assisted communities with energy efficiency activities to achieve Green Communities designation, including building energy inventories, 20% energy reduction plans, zoning, and adoption of energy efficient "Stretch Code"

### **Principal / Project Manager, Black Sheep Development (September 2008 to Present)**

Green, smart growth real estate development, investment and property management

- Developed comparative property analysis and financial spreadsheet tools to inform investment and financing decisions
- Coordinated the vision, process and contracting for comprehensive redevelopment projects (projects listed below)

234 State Street, Northampton, MA: Invested in, designed and managed Northampton's first LEED for Homes "gut rehab" project. LEED for Homes Gold Certification, Energy Star for Homes Certification, and Certificate of Lead Compliance obtained. Final HERS Rating of 57. Icyene closed cell spray foam insulation, four zone baseboard hot water heating with high efficiency combination condensing boiler, 100% CFL/LED lighting package, Energy Star appliances/windows/roof shingles. Managed property as a rental investment for one year prior to sale.

43 Lake Shore Drive, Otis, MA: Served as Owner's Project Manager for a comprehensive energy retrofit of a vacation home with electric heat to a four-season home. Spray foam insulation, four zone baseboard hot water heating system and tankless on-demand hot water on high efficiency boiler, underground propane tank, window replacements, advanced air sealing, pest management and air quality measures, and aesthetic/functional improvements. Final blower door test at 2,580 cfm<sub>50</sub> demonstrated air infiltration rates at 21% of original home's estimated 12,220 cfm<sub>50</sub>. Direct on-site management of end-project finish work, managing up to 9 workers at a time to bring project to completion. Energy Star Certification pending.

42-44 Day Avenue, Northampton, MA: Managed renovations to owner-occupied multi-family home. Lead abatement, knob and tube wiring removal, and energy efficiency improvements (cellulose insulation, high efficiency boiler, Energy Star windows).

### **Director of Community and Economic Development, City of Ecorse, Michigan (2004 - 2005)**

Established and managed Planning Department, Brownfield Redevelopment Authority, and grant writing program

- Initiated redevelopment efforts for 60-acre former steel mill brownfield property: Coordinated phase I/II and other environmental assessments, brownfield plan, RFPs, rezoning to Planned Development
- Secured \$1 million\* in grant awards, including brownfield cleanup and greenway development funds

**Lab Manager / Research Assistant**, Landscape Ecology, Perception & Design Lab, UMich (2006 – 2008)  
Data and statistical analyst for agricultural landscapes farmer perception and land management practices study

**Research Fellow**, Graham Environmental Sustainability Institute, University of Michigan (2007)  
Developed comprehensive case study for graduate level Ecological Design Approaches to Brownfield Redevelopment course

**Landscape Architecture Intern**, Land Architects (Summer 2007)  
Plan sketching, digital rendering, site analysis, base map development, materials research, cost estimating, client contact

**Ecological Issues Graduate Student Instructor**, University of Michigan (2006)

**Landscape Intern**, Matthaei Botanical Gardens, University of Michigan (Summer 2006)  
Designed flowering groundcover garden demonstrating low maintenance, drought tolerant groundcover alternatives to lawns

## EDUCATION & ACCREDITATIONS

**LEED Accredited Professional**, March 2009 to present, New Construction and Major Renovations

**Massachusetts Real Estate Salesperson License**, March 2013 to present

**Master of Landscape Architecture**, April 2008  
University of Michigan School of Natural Resources and Environment, Ann Arbor, Michigan

**Master of Science in Resource Ecology and Management**, April 2004  
University of Michigan School of Natural Resources and Environment, Ann Arbor, Michigan  
Emphasis (including master's project): Brownfield Redevelopment and Urban Land Use Planning

**Bachelor of Arts, Environmental Policy Major, English Literature Minor**, May 2001  
Smith College, Northampton, Massachusetts

**Real Estate Coursework:** Real Estate Finance Law (UMich). Washtenaw Community College: Blueprint Reading, Construction Materials, Architectural Drafting, Construction, Estimating and Specifications, CAD, Construction Management

## PROFESSIONAL SERVICE & AWARDS

- Chair and Vice Chair, Zoning Revisions Committee, implementing the Sustainable Northampton Plan (2009 to 2011)
  - o Technical Subcommittee. Assessed whether city zoning meets city sustainability objectives
- Landscape Architecture Alumni Award, UMich, showing great potential for original and imaginative future work (2008)
- Best Student Project Award, Graham Environmental Sustainability Institute, The Piscivore Protection Project (2008)  
Poster presented at EPA National Brownfields Conference, Detroit, MI, May 2008

## SPEAKING & PUBLICATIONS

**McKahn, D.** "Revitalizing Your Downtown: Zoning Tools to Promote Economic Development". Invited Speaker, Mass Audubon Revitalizing Downtowns Workshop, 495/MetroWest Development Compact Plan, Boxborough, MA, June 2012. Invited Speaker, Berkshire Regional Planning Commission Fifth Thursday Dinner, Pittsfield, MA, May 2012. Citizen Planner Training Collaborative 11<sup>th</sup> Annual Conference, Worcester, MA, March 2012

**Kahn, D.** "Green Communities Program: Framework and Case Studies for As-of-Right Siting for Alternative Energy". Center for EcoTechnology Greening Your Community: Leading by Example Conference, Hadley, MA, October 2009

Nassauer, J.I., VanWieren, R., Wang, Z., and **Kahn, D.** Vacant Land as a Natural Asset: Enduring Land Values Created by Care and Ownership. Research report for the Genesee Institute, April 2008

**Kahn, D.** "Dollars and Sense: Practical Energy Savings for Homeowners". Invited Speaker, Energy Awareness Week Brown Bag Lunch Lecture, Eastern Michigan University, Ypsilanti, November 2005

Grasso, D., **Kahn, D.**, Kaseva, M., and Mbuligwe, K. "Hazardous Waste", Chapter 12, *Knowledge for Sustainable Development*, UNESCO, 2002

# Resale and Comparables

- If you are proposing to re-sell the property once the rehab is completed to someone who can meet owner-occupancy requirement or you are a for-profit developer - re-sale price is an important factor in determining what you can allow for development costs.
- It is important to include relevant comparables to show both cost reasonableness and to show that you have a re-sale plan.

## Section - IV Homeownership Summary

### I. Marketing Plan

Please detail your marketing strategy. If property is to be constructed and sold to a owner-occupant, non-applicable.

Springfield NHS is currently using a local real estate broker, Donald Thompson of The Pioneer Group to market its homeownership units. In addition, the NHS has dedicated staff to do additional outreach and marketing to insure that the homes are exposed to the market broadly. Springfield NHS has a Homeownership Center which provides assistance to homebuyers in navigating the purchase process and obtaining financing. The NHS has extensive experience with affordable homeownership including the use of HOME funds.

### II. Marketing Comparables

List below (3) comparable properties:

#### Comparable # 1

Address of Property	63 Greene Street
Distance from Subject	< .5 miles
Type	Single 4 BR's / 1 Bath
Sale Price	\$105,000
Date Sold	1/29/2014

#### Comparable # 2

Address of Property	399 Central Street
Distance from Subject	<.5 miles
Type	Single 4 BR'S / 2 Baths
Sale Price	\$104,000
Date Sold	3/12/2013

#### Comparable # 3

Address of Property	17 Monson Avenue
Distance from Subject	< .5 miles
Type	Single 3 BR's / 2 Baths
Sale Price	\$129,900
Date Sold	For Sale

# Responding to an RFP

## Final Step – Submit Your Proposal

- Submit your proposal by the deadline.
- Proposal should be sealed and submitted to the Office of Procurement.
- All RFPs include a very specific deadline with a deadline time. Proposal **MUST** be submitted by that time with all included forms or it cannot be accepted.

# CDBG Funding

- Utilizing federal funding in a rehab project adds a significant layer of complexity to a project.
- Developer will need to demonstrate that their project is feasible and all costs are reasonable.
- The City must agree that costs are reasonable and will have a rehab specialist do inspections and a cost reasonableness review.
- The City may require that developer obtain additional quotes from contractors.
- They will need to maintain significant documentation throughout the life of the project and will need to submit significant documentation to the City.

# CDBG Funding

- The City prefers people who have an understanding of how to utilize these funds correctly, but will award to people who demonstrate a capacity to comply.
- The development incentive is intended to be gap funding, to help fill the void between real property value and rehab cost. Funds are not intended to fund the entirety of the project.
- Developers are required to fund costs beyond the development incentive
- required to submit proof of funding for the non-city funded portion of the project.
- Funds may only be utilized for exterior repairs and/or emergency structural repairs.

# CDBG Funding

- When doing residential rehab – lead abatement is a requirement. Developer will have to be prepared to have appropriate testing, abatement and reporting done and will need to submit proof to the City.
- The City will need to complete an “environmental review” prior to the beginning of the project. This is to ensure the project will not have negative environmental impacts, developers may be required to produce more detailed plans and information before this can be completed. It also includes some lag time.



# CDBG Funding

- Usually the City requires the developer to lay out the funds and submit for re-imbusement upon completion. Occasionally, for compelling reasons – exceptions can be made.
- Developers will need to submit source documentation – basically proof of costs and proof of payment in order to be reimbursed. This will include contractor invoices, and cancelled checks.
- The City will often hold back a percentage of the contract for “retainage” to ensure completion of the project and submission of all necessary documentation.

Questions??

# Contact Information

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