Former Lancaster Industrial School
RFP Addendum #1
November 9th, 2026

The Town of Lancaster is scheduled to vote on a zoning change on Monday, November 16, 2026. DCAMM is extending the deadline for submissions under the RFP and intends to issue a further addendum with more information impacting the RFP process and requirements based on the outcome of that vote.

Therefore, the above referenced Request for Proposals (RFP) is amended as follows:

1. Delete all references to "Thursday, November 19, 2026 by 3:00 PM ET" as the Submission Deadline and replace with following new Submission Deadline:
    - "Thursday, December 17, 2026 by 3:00 PM ET"

DEVELOPMENT OPPORTUNITY

220 Old Common Road,

Lancaster, MA 01523

REQUEST FOR PROPOSALS



Issued: Thursday, September 17, 2026
Submission Deadline: Thursday, December 17~~November 19~~, 2026 by 3:00PM ET

Adam Baacke
Commissioner of Capital Asset Management and Maintenance
Commonwealth of Massachusetts

DIVISION OF CAPITAL ASSET MANAGEMENT & MAINTENANCE

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8. Standard Street and Road Sections, Speck Dempsey
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Referenced Policy & Town Agreement

10. Chapter 150 of the Acts of 2024, Sections 121 and 122 – An Act Relative to the Affordable Homes Act
11. 760 CMR 77.00: Surplus Real Property Regulations

12. A&F: Admin Bulletin 25: Leasing & Real Estate Activity
13. Lancaster, MA Inclusionary Zoning Bylaw Excerpt
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19. Nitsch Preliminary Site Assessment, 2026

    Note that this report analyzes an earlier version of the Regulating Plan; many of the comments are incorporated into the final version included in this RFP
20. Kinder Morgan Development Handbook
21. MassMapper Map of Area, July 2026

SECTION 1 | INTRODUCTION

The Commonwealth of Massachusetts (the Commonwealth), acting by and through its Division of Capital Asset Management and Maintenance (DCAMM) and in consultation with the Executive Office of Housing and Livable Communities (EOHLC), is issuing this Request for Proposals (RFP) to seek proposals from developers (Proposers) for the purchase and development of a 72.065± acre parcel at 220 Old Common Road in Lancaster, Massachusetts (the Property).

The conveyance of the Property is authorized by Chapter 150 of the Acts of 2024, An Act Relative to the Affordable Homes Act (the Affordable Homes Act). The Affordable Homes Act authorizes the Commissioner of Capital Asset Management and Maintenance (Commissioner) to convey surplus real property for housing purposes, as defined in Section 121 of the Affordable Homes Act (Appendix 9).

This RFP presents an opportunity for private investment and development in the Town of Lancaster (Town) on a rare large campus that can accommodate attractive New Urbanist development within a semi-rural context. The Commonwealth is seeking Proposers (which may include master developers, developer teams, or single developers) with experience in multifamily and single-family residential land development who can accomplish this new neighborhood development across the entire campus. To minimize the permitting period risk and encourage speed to production, the land disposition comes with a conceptual plan that has been developed alongside Town leadership and community members, and a by-right zoning pathway for a minimum density of four units per acre. The concept is defined in a Regulating Plan, to which all development on the site must adhere, and Illustrative Plan prepared by Speck Dempsey. See Section 3 Planning and Permitting Context for more information on the Regulating Plan and Illustrative Plan.

DCAMM is issuing this RFP to implement the Affordable Homes Act and to solicit proposals from developers with the capacity to develop housing, including market rate housing and affordable housing, which includes the design, permitting, financing, construction, and operation of the development (collectively, the Development Project).

SECTION 2 | PROJECT GOALS



1. Production of New Housing:

According to "A Home for Everyone," Massachusetts' statewide housing plan published in 2025, the Commonwealth needs to build 222,000 new homes over the next 10 years to end the housing crisis in Massachusetts. As with other sites offered for sale as part of DCAMM's State Land for Homes Initiative, the overall goal of this initiative is to expedite the availability of public land for housing development to unlock housing production to counter rising housing costs caused by high demand and limited supply.

For this project, DCAMM will prioritize **speed to delivery of high-quality new housing units** in Proposer selection. DCAMM intends to close within 18 months of execution of the Purchase and Sale Agreement (PSA) to further the goal of delivering high-quality housing as quickly as possible.

Affordability

DCAMM supports Town efforts to further affordable housing and will favor proposals that best achieve the following local goals:

- The Town has adopted an Inclusionary Zoning bylaw that requires that 17.5% of the housing units for large developments be affordable to households earning no more than 80% of Area Median Income (AMI).
- The Town hopes to maximize the percent of units that could be eligible for its Subsidized Housing Inventory.

Any affordable units must be distributed across housing types and unit configurations and should not be concentrated in any portion of the development.

DCAMM is open to proposals that include greater affordability (more overall units and/or affordable to lower-income populations) and will consider proposals that offer lower or nominal consideration to the Commonwealth in exchange for greater affordability. Given the limited capacity of subsidizing programs and the timelines associated with obtaining them, DCAMM will prioritize projects that do not rely on obtaining financing using limited subsidy sources to support the affordable housing. As further described in the selection criteria, DCAMM will evaluate the land consideration net of other financial requests to the Commonwealth (with the exception of historic tax credits). If subsidized units are a component of the Development Project, the selected developer (Designated Developer) will be solely responsible for pursuing and obtaining such funding. Selection as the Designated Developer does not constitute a commitment from the Commonwealth to fund any proposed affordable units.

2. Access & Opportunity:

The Commonwealth strongly encourages participation by individuals and businesses from under-represented groups as vendors, developers, and the workforce. Proposals are required to include a written plan detailing how the following objectives will be met:

- Diverse project leadership in key roles on the development team throughout the Development Project;
- Opportunities for individuals and businesses from historically under-represented demographic groups to benefit from wealth creation associated with the Development Project over its entire lifecycle;
- Meaningful participation of diverse businesses throughout the Development Project; and
- Employment opportunities for minorities, women, and other groups that have historically been denied access to work in development and related fields.

Submission of this plan will meet the requirements of A&F Bulletin 25 (Appendix 11) for a written plan to create opportunities for individuals or groups from historically under-represented demographics.

3. Sustainability:

Under A&F Bulletin 25 (Appendix 11), if a proposal includes new building(s) or renovation of 20,000 or more gross square feet, the design and implementation must be consistent with the sustainability standards for new construction established for Commonwealth projects in Sections 3 and 4 of Executive Order 594.

4. Historic Preservation

Proposers should maximize historic preservation and adaptive reuse to the extent possible, particularly for existing buildings shown in the Regulating Plan, taking into account the following principles:

- Preservation of the character-defining features where feasible, including in portions of buildings if it is not feasible to preserve features across an entire building.

- Rehabilitation of the buildings should be consistent with recommended approaches in the Secretary of the Interior's Standards for Rehabilitation of Historic Properties (Appendix 14).
- The Commonwealth encourages as much preservation as is physically, economically, and financially feasible.

5. Town Goals

In the draft MOA between the Town and DCAMM (Appendix 14), the Town identified several goals for the project including creation of new affordable housing and avoiding net negative impacts to municipal budgets.

SECTION 3 | PLANNING AND PERMITTING CONTEXT



The vision for the Development Project is to create a new, walkable, mixed-use neighborhood deeply rooted in the history of the community and of the site, the first girls reform school in the United States.

The Regulating & Illustrative Plans

The Regulating Plan prepared by Speck Dempsey (the "Regulating Plan", Appendix 5), is the product of extensive engagement with the Town and community members and relies on planning best practices for New Urbanist developments. All proposals must conform with the Regulating Plan and commit to architectural character consistent with the provided renderings (Appendix 7).

Like most traditional neighborhoods, the Regulating Plan contains a mix of different housing types, proposing apartments, rowhouses, cottages, and large single-family homes all within walking distance. A small, retail-focused commercial core could provide amenities for residents of the neighborhood and beyond. Public spaces are shaped to provide a sense of comfort and community and accentuate a number of existing campus buildings that have historical and architectural value. In addition to new construction, housing may also be provided through residential conversion of historic buildings located on-site.

The street network takes advantage of existing roads and conforms to existing grade changes, limiting the cost of new infrastructure construction and allowing the preservation of heritage

trees and hedgerows that add character to the site.

The neighborhood has the potential to be one of the most exceptional in all of Central Massachusetts, blending Lancaster's rural charm with the hallmarks of a traditional New England town.

To better describe the vision, the Illustrative Plan prepared by Speck Dempsey (the "Illustrative Plan", Appendix 6) shows a potential development scenario which conforms with the Regulating Plan. The Illustrative Plan has been reviewed by the Town and community. While conformance to the Regulating Plan is a requirement, proposals may deviate from the Illustrative Plan; it is included in this RFP as an example. Note that the Illustrative Plan reflects a range of potential housing units between 288 and 386[1] along with a small retail-core. Proposers should assume as-of-right residential-only development of 288 units as the baseline development scenario. A higher unit count and/or mix of uses may be achievable through a rezoning or negotiation with the Town, as described below.

Zoning & Permitting

The existing zoning is Residential. Under the Affordable Homes Act, the Town is required to issue permits for housing on this site at a density of no less than **four units per acre**. Municipalities may impose reasonable regulations concerning the bulk and height of structures and determining yard sizes, lot area, setbacks, open space and building coverage requirements and a city or town may require site plan review.

For more information about local permitting, please refer to the Surplus Real Property Regulations (Appendix 10).

Opportunity for Increased Density & Uses

A zoning amendment for the Property will be submitted this fall. If approved by the Town, the amendment would boost the maximum density beyond the 288-unit baseline to 386 units and allow for mixed-use development on the site. If zoning allows for retail, the Designated Developer will be required to include retail in the Development Project. The Designated Developer may not construct more than 386 units.

If the zoning and Subdivision Rules and Regulations amendments pass, then development will be required to comply with all applicable provisions of the Town's General and Zoning Bylaws and all local Rules and Regulations, to the extent they do not conflict with the Affordable Homes Act and associated regulations, and so long as they allow for the full 386-unit mixed-use development in accordance with the Regulating Plan.

Development Approach

- The Town may elect to update its Subdivision Rules & Regulations to allow for the

[1] Speck Dempsey estimates that the adaptive reuse of the existing buildings shown may account for approximately 64 of these units.

Regulating Plan to be developed as a subdivision. DCAMM anticipates that these updates will be considered in the fall of 2026 at approximately the same time as the zoning amendment. If the Town does not allow for the Regulating Plan to be developed as a subdivision, the Development Project may be established as a condominium for purposes of defining unit ownership and division. Alternatively, the Designated Developer may seek waivers or revision of subdivision design standards in conjunction with traditional approval under subdivision control.

- The Designated Developer should plan to create a homeowner's association with responsibility for servicing and maintaining all elements of the on-site infrastructure depicted on the Regulating Plan, including roadways, open space, pedestrian ways, and service alleys, as well as utility service infrastructure, unless otherwise acquired by the Town or owned by a utility company.

- Refer to the Surplus Real Property Regulations (Appendix 10) for additional information on the Affordable Homes Act's impact on zoning, permitting, and development approaches. The Town and Designated Developer may negotiate a development agreement, addressing additional density and/or affordability, among other topics.

SECTION 4 | PROPERTY DESCRIPTION & SITE REQUIREMENTS

The Property is a large campus just outside the I-495 ring in Lancaster surrounded by farmland, conservation land, and residences on the border of the Bolton/Lancaster town line. Access is provided to the site from Route 110 and Old Common Road, which is lined with single family homes and farms. Bolton Flats Wildlife Management Area borders the site to the north, and the Eastwood Cemetery borders the site to the east, both of which provide a rural, wooded context to the campus.

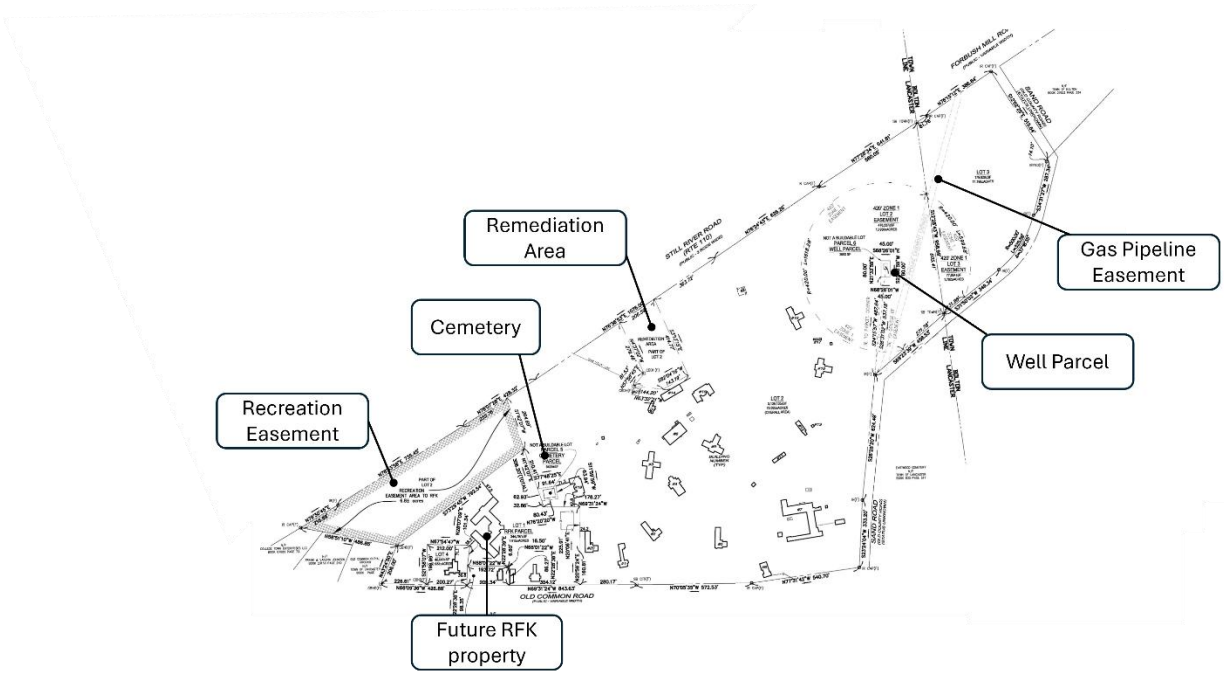
The campus was first developed in 1855 as the State Industrial School for Girls, which operated until 1972 as a self-sustaining campus with all housing, dining, farming, and functional buildings. After its closure, the site was operated as a minimum-security pre-release prison by MCI Framingham until 2005, and then by various other public agencies and nonprofits. Robert F. Kennedy Community Alliance, Inc. (RFK) currently runs active programming on a portion of the site, but the bulk of the campus is vacant. The Property will be fully vacant at the time of disposition but for a temporary use by RFK, described in more detail below.

Property Details

- 72.065± acres or 3,139,135 SF
- Address/Location of Property: 220 Old Common Road, Lancaster, MA 01523
- Deeds: Book 2642, Page 485; Book 639, Page 254; Book 639, Page 255; Book 1048, Page 570; Book 549, Page 192; Book 549, Page 194; Book 595, Page 484; (Appendix 1)
- Assessor Par ID: 1470390000000040
- Plan (for partial area): 86/22 (Appendix 1)

Property Features & Requirements

Key features of the Property are outlined on the ANR Plan in Appendix 3, which was approved by the Town on June 8, 2026. An excerpt of the plan with labels is shown below, provided alongside additional context and details about site features.



Reduced size image of the ANR Plan. See Appendix 3 for more detail.

RFK Community Alliance

RFK has operated 24/7 residential treatment programs out of a 25-acre long-term lease on Old Common Road since 2005; currently, 17.1 acres of that lease overlaps with the Property. It is anticipated that prior to the disposition of the Property, RFK will consolidate its operations to ±7.9-acres, which will abut the Property (labeled as "Future RFK property" on the image above and shown as Lot 1 on the ANR Plan). The remaining 17.1 acres will be retained by DCAMM and sold as part of the Property.

RFK maintains some functions on a ±6.8-acre portion of the Property (labeled "Recreation Easement" in the image above). The Designated Developer will be required to offer RFK a use easement over this area to continue to run their outdoor recreational programs. This easement will be located on the northwest boundary of the Property between Route 110 and the Future RFK Property, and is shown on the ANR Plan as "Recreation Easement Area to RFK" on Lot 2.

Further, the Designated Developer for this disposition will be responsible for relocating or replacing a comparable rock-climbing apparatus currently located on the Property, between the Hospital and Wellington buildings onto Lot 1 as shown on the ANR Plan. Until this equipment is relocated, the Designated Developer is expected to offer a license to RFK for use of the rock-climbing apparatus.

Cemetery

DCAMM will retain ownership of a small, 5,405± sf cemetery on the site to the southwest of the Wellington building, shown as "Parcel 5 Cemetery Parcel" on the ANR Plan and labeled in the image above. DCAMM will access the site via a to-be-defined easement through the RFK parcel

that will not impact the Property.

Environmental Remediation Zone

A portion of the Property adjacent to the former power plant area is subject to ongoing monitoring, regulated under Chapter 21E and the Massachusetts Contingency Plan (RTN 2-0017596). This area is labeled as the "Remediation Area" on the ANR Plan and on the image above. DCAMM will maintain certain responsibilities within the "Remediation Area" which will be further described in the Form Release Deed. DCAMM may consider relocation of the wells within the "Remediation Area" to support construction of roads or other infrastructure consistent with the Regulating Plan to the extent feasible.

Gas Pipeline

There is a Tennessee Gas pipeline that runs between Sand Road and the Lancaster/Bolton Town line, governed by a grant of easement (Appendix 4). This is shown as "Gas Pipeline Easement" on the ANR Plan and labeled on the image above. The area within 30 ft of the gas line may not be developed. Further detail on the allowed uses is outlined in the Kinder Morgan Development Handbook in Appendix 18.

Utilities & Infrastructure

The Designated Developer will be responsible for all on-site infrastructure and connection to services. The site has electric service. The Designated Developer will be responsible for conducting investigations to confirm the location and serviceability of any utilities on the Property.

Wastewater

The Designated Developer will be expected to engage in discussions with local and state officials regarding wastewater solutions for the project. Given uncertainty about local wastewater capacity, the Designated Developer may need to construct a private package wastewater treatment facility to meet the project's wastewater demand on site. Proposed locations for the components of such a facility have been incorporated into the Regulating Plan (Appendix 5).

Well Head & Zone 1 Protection Area

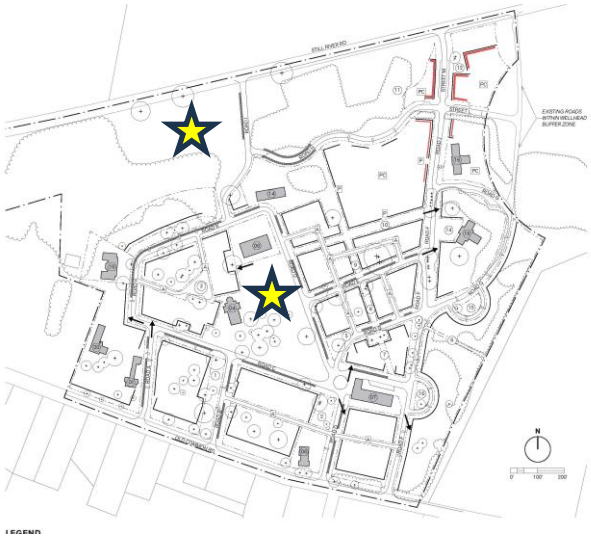
The ANR Plan designates Parcel 6 to the northeast of the site as the well parcel.

- The Town may elect to construct a municipal well on Parcel 6. In this case, the Designated Developer will be asked to make a contribution toward construction to serve the development, equivalent to the cost of design, permitting, and construction of a private well sufficient to serve the entire development. The wellhead parcel will be owned by the Town, and the Designated Developer will be required to offer to gift the Town an easement for 420 ft around the wellhead, within which no development may take place (shown as "420' Zone 1 Lot 3 Easement" on the ANR Plan) within two years of closing.
- If the Town does not pursue a municipal well, the Designated Developer may create a smaller well on Parcel 6 specifically to serve the development.

Soils

The Designated Developer is prohibited from soil mining or exporting quality soils from the Property.

Open Space



Contingent upon the Town updating the Subdivision Regulations to provide for development according to the Regulating Plan, the Designated Developer will be required to offer to gift the Main Green adjacent to the chapel (Civic Spaces #4 on the Regulating Plan) and the Recreation Green located northwest of the parcel (Civic Spaces #13 on the Regulating Plan) to an entity designated by the Town, subject to a recreation/conservation restriction, as determined by the Town in its discretion. These conveyances will allow the Designated Developer to use the space for wastewater treatment infrastructure provided that it is designed and constructed in a manner consistent with the intended function and appearance of these areas as open space amenities.

Historic Properties

The campus contains buildings dating from 1750, including 19 buildings listed on the State Register of Historic Places. See Appendix 15 for more information about the historic and architectural significance of the site as well as a map and photographs of contributing buildings.

The Designated Developer will be required to coordinate with the Lancaster Historical Commission and Massachusetts Historical Commission for any approvals. See the draft Memorandum of Agreement (Appendix 16) for more information.

Any demolition of buildings and structures or rehabilitation or new construction that does not comply with the Secretary of the Interior's Standards for Historic Preservation will be subject to a recordation plan with copies made available to the Lancaster Historical Commission (per MOA in Appendix 16).

Wetlands

There are three areas of wetlands along the Route 110 border of the site, as identified by MassDEP wetlands on MassMapper (Appendix 19). A formal wetlands delineation survey has not been undertaken on the site.

SECTION 5 | SUBMISSION REQUIREMENTS

SCHEDULE

RFP Release: Thursday, September 17, 2026

Site Visits: Wednesday, October 7th 9-11 am ET and Thursday, October 22nd, 12 – 2 pm ET

Virtual Bidder's Conference: Tuesday, October 6th at 12 pm ET

Question Submission Due via BidExpress: Thursday, October 22, 2026 by 3:00 pm ET

Proposal Submission Deadline: Thursday, December 17, 2026 by 3:00 PM ET ~~Thursday, November 19th, 2026 by 3:00 pm ET~~

RFP POSTING, AMENDMENTS, AND QUESTIONS

This RFP and accompanying exhibits and attachments are posted in full on the project webpage on Bid Express.

Any DCAMM Office of Real Estate Management request for proposals using Bid Express, including this one, are available at our public home page. Find this RFP named in "upcoming solicitations" and click the link to open the proposal and follow the directions to submit a proposal and/or a question.

Please find more information about BidExpress and account creation in "Submission Procedures" below.

Questions may be submitted via Bid Express by Thursday, October 22, 2026 by 3:00 PM ET.

QUESTIONS SHOULD BE SUBMITTED VIA BID EXPRESS. Open the proposal and click "Ask a Question." Additional information about asking questions is available at the Bid Express Knowledge Center.

Any RFP amendments, clarifications, changes, or updates, including changes to any dates and deadlines, and any DCAMM responses to questions will be posted on Bid Express for the 2026-09 220 Old Common Road, Lancaster disposition. It is the sole responsibility of Proposers to check the project webpage on Bid Express for new information. Proposers may not rely on any oral statements including, but not limited to, those made at the site visits.

SITE VISITS

Site walks will be offered on Wednesday, October 7th 9-11 am ET and Thursday, October 22nd, 12 – 2 pm ET. The site walks will begin from the parking lot off of Old Common Road; turn at the former "DCAMM Surplus Property" sign (map below).



SUBMISSION PROCEDURES

Proposers may submit their proposals and deposit checks (Deposit Checks) as follows:

- ***Proposals***

DCAMM is using the Bid Express service to receive electronic RFP submissions and questions.

To submit proposals through Bid Express, Proposers must have or create an account at InfoTechExpress. Step-by-step directions for account creation are available from Infotech at this link. Proposers are encouraged to create accounts at least one week before the Proposal Submission Deadline.

Please upload all required attachments to proposals in PDF format unless otherwise specified in the proposal directions. All submitted documents should be compliant with the Commonwealth of Massachusetts' digital accessibility standards.

Additional help for creating accounts and sending submissions is available through the Bid Express Knowledge Center and Customer Support team.

*Note that **there will be no charge to users** to respond to any DCAMM Office of Real Estate Management opportunities posted on the Bid Express platform. During registration, Bid Express may outline its fee structure for proposing to other agencies—this is informational only, and no billing information is collected or required. Proposers are still required to submit Deposit Checks to DCAMM as part of their proposals. Information on submission of Deposit Checks is outlined below.*

To comply with this RFP, proposals containing all the required materials and information must be received by DCAMM no later than ~~**Thursday, November 19, 2026 at 3:00 pm ET.**~~ Thursday, December 17, 2026 by 3:00 PM ET

Prior to the Proposal Submission Deadline, Proposers may correct, modify, or withdraw a proposal in Bid Express. Proposals received after the Proposal Submission Deadline will be deemed non-responsive and rejected. After the Proposal Submission Deadline, Proposers may not correct or modify proposals in any manner unless in response to a written request by

DCAMM in DCAMM's sole discretion.

❑ ***Deposit Checks***

Deposit Checks must be mailed or hand delivered separately by **Thursday, November 19, 2026 at 3:00 pm ET.** Deposit Checks can be mailed or delivered to the following with the Deposit Cover Sheet (see Exhibit 4):

DCAMM Office of Real Estate Management
ATTN: April Ognibene
One Ashburton Place, Room 107
Boston, MA 02108

"Time-Sensitive Proposal-220 Old Common Road" must be marked visibly on exterior of envelope containing the deposit check.

PROPOSALS AND DEPOSIT CHECKS MUST BE RECEIVED BY THE SUBMISSION DEADLINE: ~~**Thursday, November 19, 2026 at 3:00 pm ET**~~ Thursday, December 17, 2026 by 3:00 PM ET**.**

SUBMISSION REQUIREMENTS

All proposals must include the following materials and information:

DEVELOPMENT PROPOSAL

Contents of this section are to be submitted under separate attachment or file titled 'DEVELOPMENT PROPOSAL'. The development proposal must include the following:

❑ **Letter of Transmittal:**
Proposals must include a one-page letter of transmittal signed by the Proposer's principal(s).

❑ **Proposal Cover Sheet:**
Proposals must include a complete Proposal Cover Sheet in the form provided as Exhibit 2.

❑ **Developer Information:**
Proposals must include a description of the development team, the individuals, and organizations involved in the Development Project and their experience. This description must include the following information:

A. The name(s) of the representative(s) authorized to act on the Proposer's behalf, and the name of the person designated as the contact to which all correspondence should be addressed.

B. The status of the entity (whether a non-profit or charitable institution, a general, or limited liability partnership, a for-profit corporation, limited liability company, unincorporated association, or joint venture) indicating the jurisdiction in which the entity is registered to do business (including its right to conduct business in the Commonwealth of Massachusetts). Please include the exact name and legal status of the entity to be named as Designated Developer in the legal documents, if different from the Proposer. Please also state the entity that will take title to the Property, and how the entity will be capitalized.

C. The primary responsibilities of each person on the development team, and a summary of the development team's experience, collectively and individually, with similar projects.

D. Highlight up to three projects that you believe best indicate your team's capability for the proposed transaction. Highlighted projects should demonstrate a proven track record in either Master Development or all phases of project development including permitting, financing, design, and renovation/construction of buildings and infrastructure, specifically for the provision of housing.

E. Identification of any known project partners who would be part of the development team after selection and any relevant experience. Please state how or if your team would be adjusted to implement any retail component as a result of future zoning.

F. Description of the organizational structure of the development team.

G. Information regarding any legal or administrative actions active within the last three (3) years that relate to the failure of Proposer's (or its principal's or its affiliate's) business to comply with any contract or other agreement or with any laws and other governmental requirements.

H. A list and description (unit or program gsf) of current projects in Massachusetts in development or construction, including a status of where each project is in a development timeline.

❑ **Development Proposal:**

Each Development Proposal must include:

A. Conceptual site plan as well as any available illustrative diagrams, drawings, visuals, elevations, or renderings for the proposed design of the Property, consistent with the design character suggested by the Illustrative Plan.

B. A narrative description of the proposed development concept and the specific nature of the proposed use(s), including:

    a. Site Plan
        i. Details of the site design
        ii. Building massing
        iii. Parking
        iv. Landscaping
        v. Infrastructure approach
    b. Affordability approach – *All proposals should include at least **17.5**% of units that are affordable to households earning no more than **80% AMI.** If your proposal does not meet the minimum affordability threshold, please use this space to demonstrate why (show financial infeasibility without use of limited subsidy sources) and outline your alternative approach to maximizing affordability toward the Town's goals. In this case, DCAMM in consultation with the Town may consider lesser affordability levels that otherwise best achieve Town affordability goals. Any proposal that would yield less than 7% of completed units affordable to households earning not more than 80% AMI shall be deemed not advantageous.*
    c. Historic preservation approach
    d. Sustainability approach and alignment with A&F Bulletin 25, if applicable

C. A tabular summary of the proposed by-right development program including:
    - Total proposed unit count by type of unit (single-family, townhouse, etc.), tenure, and anticipated square footage and bedroom counts for each unit proposed.
    - Number of income-restricted units broken down by target Area Median Income.
    - Gross and net square feet for any other proposed uses
    - Total parking

D. Schedule that includes proposed timetables for closing (within 18 months of execution of the PSA), design, permitting, financing, marketing, infrastructure work, completion of construction, phasing if applicable, and occupancy. Describe the major anticipated permitting and approval requirements and identify any significant entitlement risks.

E. Anticipated plan for the ongoing management of the developed Property.

F. An Access and Opportunity Plan detailing how the following objectives will be met:
    - Diverse project leadership in key roles on the development team and its

partners throughout the Development Project.

- Opportunities for individuals and businesses from historically under-represented demographic groups to benefit from wealth creation associated with the Development Project over its entire lifecycle, including:
  - Development, financing, and ownership
  - Design and construction
  - Operation of the facilities
- Meaningful participation of diverse businesses throughout the project.
- Employment opportunities for minorities, women, and other groups that have historically been denied access to work in development and related fields.

❑ **Municipal Fiscal Impacts & Development Summary**

Provide a summary of the development program and fiscal impacts. All proposers should complete the "Fiscal Impact Summary" sheet in the workbook provided in Exhibit 5. Proposers can use the workbook to assist in generating calculations or make independent projections, citing any sources used.

❑ **Financial Information:**

Contents of this section are to be submitted under a separate attachment or file titled 'Financial Information'. The financial information must include the following:

A. **Total Consideration**: Proposals must state a purchase price. Consideration will be due at closing. If the proposed consideration has been lowered in exchange for additional investment toward any goals described in section two (affordability, historic preservation), please indicate the value of that additional investment.

B. **Financial Statements**: Proposals must include a financial certification signed by the principal or senior officer of the Proposer confirming, among other matters, that its investment team has the financial strength to close the sale with the Commonwealth and to develop the Property to completion in accordance with the Proposer's development plan.

C. **Proforma:** Demonstration of the financial feasibility of the proposal, including anticipated sources and uses of funds as well as detailed underwriting assumptions and financial projections for the project inclusive of a stabilized operating proforma. Developers may use their own template but should provide enough detail for the review committee to evaluate feasibility (including: demonstrating all profits and fees to the developer, unit types and average sales price/rents, HOA fees, municipal taxes, total revenue and operating expenses as applicable, and construction costs for each program type. Proformas should show the full anticipated capital stack, highlighting & defining subsidy requests to the Commonwealth, if any). Highlight any advantages that your proposed

financing approach provides for speed to production goals.

- **Deposit Check:**

All proposals must be accompanied by a deposit of $35,000.00 in the form of a certified cashier's, treasurer's, or bank check made payable to the Commonwealth of Massachusetts. Deposit Checks will be held by DCAMM in a non-interest-bearing escrow account. Deposit Checks will be returned to non-selected Proposers after the PSA with the Designated Developer is executed. The $35,000.00 deposit paid by the Designated Developer shall be non-refundable upon expiration of the due diligence period

DEPOSIT CHECKS MUST BE RECEIVED BY DCAMM (BY MAIL OR HAND DELIVERED) BY THE SUBMISSION DEADLINE OF ~~Thursday, November 19, 2026 at 3:00 pm ET~~ Thursday, December 17, 2026 by 3:00 PM ET. DCAMM cannot accept deposit checks received after the deadline. DCAMM cannot accept wire transfers. All proposals received by the submission deadline without Deposit Checks are incomplete and ineligible. Deposit Checks can be mailed or delivered to the following with the Deposit Cover Sheet (see Exhibit 4):

DCAMM Office of Real Estate Management
ATTN: April Ognibene
One Ashburton Place, Room 107
Boston, MA 02108

"Time-Sensitive Proposal – 220 Old Common Road" must be marked visibly on exterior of envelope containing the deposit check.

SECTION 6 | SELECTION PROCESS

SELECTION PROCESS OVERVIEW

DCAMM will review and evaluate all proposals received by the Submission Deadline. Evaluation of the proposals will be based on:

- ❑ The information provided in the proposal, in accordance with the submission requirements.
- ❑ Any interviews, references, and additional information requested by DCAMM.
- ❑ Any other information from publicly available and verifiable sources.
- ❑ The selection criteria outlined in this section.

DCAMM is not obligated to select the Proposer that offers the highest total consideration. The successful Proposal will be the one that is most advantageous to the Commonwealth and best meets the selection criteria.

EVALUATION CRITERIA

DCAMM's overriding goal is to select the developer best positioned to deliver high-quality housing as quickly as possible. To that end, DCAMM has identified the following evaluation criteria. Proposals received by the deadline will be evaluated in accordance with the following criteria (in order of importance):

- ❑ Speed to production of new, high-quality housing units as demonstrated by (not limited to and in no particular order):
    - Development Team Qualifications and Experience
        - Demonstrated track record of successfully delivering housing projects of a similar scale and complexity
        - Across the team, capability to develop a walkable neighborhood of multiple housing typologies
        - Familiarity with the local market or similar
        - Experience with historic preservation, which may include the use of historic tax credits
    - Design Quality
        - Compliance with Regulating Plan & Property Features described in Section 3 and 4
        - Consistency with the architectural character reflected in the Illustrative Plan and Renderings in Appendices 5-8
    - Feasibility and Delivery Schedule
        - Strength and credibility of the proposed financing plan
        - Feasibility of the permitting strategy
        - Feasibility and speed of the proposed development timeline

- ❑ Achievement of additional policy goals through (in no particular order):
    - Responsiveness to A&F Bulletin 25, including Access & Opportunity Plan and Sustainability Criteria described in Section 2.
    - Provision of affordability at or beyond Inclusionary Zoning requirements, especially those that maximize units that could be eligible for the Subsidized Housing Inventory.
    - Maximizing historic preservation and adaptive reuse opportunities.
    - Achieving Town Goals described in Section 2, especially regarding fiscal impacts to Town finances.
- ❑ Total Financial Consideration
    - Overall value to the Commonwealth. For this project, DCAMM will evaluate proposed land consideration net of any anticipated grant or subsidy requests from the Commonwealth (other than historic tax credits, which will not be considered in this calculation).

Please see the evaluation matrix in Attachment A for additional scoring information.

DESIGNATION

Upon selection of a proposal, DCAMM will notify the Designated Developer of their selection and provide the Designated Developer with the PSA for their execution. Following execution of the PSA, DCAMM will notify the remaining Proposers that have not been selected and return their proposal deposit as set forth herein.

PURCHASE AND SALE AGREEMENT

Following selection, the Designated Developer and DCAMM will enter into a binding Purchase and Sale Agreement (PSA). The PSA will establish the procedures for due diligence and closing. Closing will take place within 18 months of execution of the PSA. Only a fully executed PSA will constitute a binding agreement for the sale of the Property, subject to the terms and conditions of the PSA.

Due Diligence

The Designated Developer will be responsible for their own due diligence, including undertaking their own review and analysis concerning physical and structural conditions, environmental conditions, title, access, easements, utilities, applicable zoning, required permits and approvals, reuse potential, and any other development, ownership, and legal considerations. The Designated Developer will also enter into a separate license agreement in the form of DCAMM's standard license for site assessment purposes, included as Exhibit 3.

Deposits And Expenses

All deposits will be held by DCAMM in a non-interest-bearing escrow account. Failure of the Designated Developer to execute the PSA in a timely manner shall entitle DCAMM to

terminate the designation and retain all deposits as liquidated damages as provided in this RFP. The Designated Developer shall be responsible for all transaction costs and expenses including, but not limited to, title review, appraisals, surveys, plans, studies, filings, and recording and any other expenses relating to the sale of the Property. The preparation and submission of a proposal is at the sole cost and expense of the Proposer.

DEED

The closing of the real estate transaction and signing of the deed will take place within 18 months of the execution of the PSA. Proposers are welcome to suggest earlier timeframes to closing in their proposal. It is strongly recommended that Proposers carefully review the terms of the deed to fully understand the Designated Developer's rights and obligations.

DCAMM will provide a Release Deed. The Release Deed will include:

- A restriction that the Property shall be used for housing purposes. Housing purposes is defined by the Affordable Homes Act as development of housing for use as the primary residence of the occupant, including, but not limited to, market rate housing, affordable housing, and public housing.

- As required by the Affordable Homes Act, a reverter clause that allows the Commonwealth to take the Property back if, following the earliest occurrence of: (i) the issuance of a certificate of occupancy or (ii) 30 months following the date of the Release Deed, the Property is not or ceases to be used for housing purposes. This time period may be extended annually with proof of schedule delays beyond the Designated Developer's reasonable control, which may include: appeals or lawsuits, utility company delays, historic preservation review, force majeure events, or market disruptions.

- Conveyance of the Property "AS IS", "WHERE IS", and "WITH ALL DEFECTS" without any representations or warranties of any kind whatsoever, notwithstanding any change in the condition of the Property between issuance of this RFP and closing.

SECTION 7 | GENERAL PROVISIONS

A. Time is of the essence with respect to the Proposal Submission Deadline and all other dates, times, and other deadlines set forth in this RFP.
B. DCAMM will not consider any proposal which is comprised in whole or in part, through ownership or control of individuals or entities which have directly or indirectly had any involvement in the subject of the RFP. Involvement means, without limitation, involvement relating to legal, planning, environmental, appraisals, or other consulting services.
C. DCAMM makes no representations or warranties whatsoever, as to the accuracy or completeness of any of the information contained in, or provided as part of, this RFP, including, without limitation, information in the RFP, in appendices, attachments, technical information, or supplements, in hard copy, facsimile, electronic or online, or available upon request or from other sources. The information is provided for convenience only, and cannot be relied upon, without outside, independent investigation and verification by Proposers. This information is subject to differing interpretation, analysis, and conclusions and to errors, omissions, and changes in costs, conditions, economics, engineering, laws, rules, and regulations that may occur on or after the date the information was created or assembled.
D. DCAMM reserves the right, in its sole discretion, to reject any proposal not submitted in conformance with the requirements of the RFP and any amendments hereto; to reject all proposals, for any reason or no reason; and/or to waive, or to decline to waive, irregularities or informalities in any proposal if and when DCAMM determines that it is in the Commonwealth's interest to do so.
E. DCAMM reserves the right in its sole discretion, to amend, suspend, or withdraw this RFP by posting notice on Bid Express at any time for any reason whatsoever; to waive portions of this RFP; to discontinue its selection process; to solicit other proposals; to issue a new RFP; or conduct any authorized alternative procurement method for any reason whatsoever at any time. DCAMM makes no guarantee that any conveyance or agreement will result from this RFP.
F. DCAMM reserves the right in its sole discretion, to conduct interviews with and request references from any and all Proposers; to seek best and final offers; to seek additional information or clarification of a proposal from Proposers at any time; to negotiate the timing and structure of payments; to negotiate greater affordability in exchange for reduced consideration; and to negotiate simultaneously with more than one Proposer and to cease negotiation for any reason whatsoever at any time. The negotiation period and final form of agreement shall be determined by DCAMM, in its sole discretion.
G. All proposals and information submitted in response to this RFP are subject to the Massachusetts Public Records Law, M.G.L. Chapter 66, Section 10, and Chapter 4, Section 7, Paragraph 26. Any statements reserving any confidentiality or privacy rights in submitted proposals or otherwise inconsistent with these statutes are void and shall be disregarded.
H. No DCAMM employee or their immediate family members may bid on, submit a proposal for, purchase, or otherwise acquire a beneficial interest in any real property under any DCAMM disposition process, including auctions, requests for proposals, or any other form of solicitation. For the purposes of this Section7(H), "immediate family" shall mean a DCAMM

employee's spouse, children, and parents.

I. If there is a conflict between the terms of this RFP (including addenda) and the General Provisions contained in this RFP, the terms of these General Provisions shall control. If there is a conflict between this RFP and any interpretation, clarification, or other response given to prospective or actual Proposers, the terms of this RFP, as modified by written addenda, issued in accordance with this RFP that state they are intended to replace or supersede any portion of this RFP, shall control.

J. The Property is being conveyed "AS IS", "WHERE IS", and "WITH ALL DEFECTS" without any representations or warranties of any kind whatsoever, notwithstanding any change in the condition of the Property between issuance of this RFP and closing. The Designated Developer will have the opportunity to undertake due diligence following selection pursuant to the PSA. All proposals must be unconditional and must not include any requests for the Commonwealth to make any repairs or improvements to the Property, including any of the buildings, structures, or improvements thereon or to offset the total consideration for any reason whatsoever.

Attachment A

The below table will be used for proposal scoring. Note that the core evaluation criteria are listed in order of importance (sub-criteria are not in any particular order):

Evaluation Criterion	Highly Advantageous	Advantageous	Not Advantageous
Speed to Production of New, High-Quality Housing Units	**Development Team Qualifications & Experience** • Demonstrates a strong track record delivering projects of similar scale and complexity. • Demonstrates capability to develop a walkable neighborhood with multiple housing typologies. • Demonstrates familiarity with the local market or comparable markets. • Demonstrates substantial experience with historic preservation. **Design Quality** • Fully complies with the Regulating Plan and Property Features. • Reflects the architectural character of the site as expressed in the Illustrative Plan and conceptual renderings.	**Development Team Qualifications & Experience** • Demonstrates relevant experience delivering comparable projects. • Demonstrates adequate capability to develop the proposed neighborhood and some housing typologies. • Demonstrates reasonable familiarity with the local market or comparable markets. • Demonstrates some experience with historic preservation. **Design Quality** • Generally complies with the Regulating Plan and Property Features. • Generally consistent with	**Development Team Qualifications & Experience** • Demonstrates limited relevant experience or insufficient capacity to deliver the project. • Does not adequately demonstrate capability to develop the proposed neighborhood and housing typologies. • Demonstrates limited market familiarity or historic preservation experience. **Design Quality** • Does not adequately address the Regulating Plan, Property Features, or architectural character objectives.

Evaluation Criterion	Highly Advantageous	Advantageous	Not Advantageous
	• Capability to implement neighborhood-serving retail **Feasibility & Delivery Schedule** • Financing plan is highly credible and minimizes reliance on limited competitive subsidy sources. • Permitting strategy is realistic and achievable. • Development schedule supports rapid delivery of high-quality housing.	the architectural character of the site as expressed in the Illustrative Plan and conceptual renderings. • Some capability to implement retail. **Feasibility & Delivery Schedule** • Financing plan appears feasible. • Permitting strategy is generally achievable. • Development schedule supports delivery within a reasonable timeframe.	• Insufficient capability to implement retail. **Feasibility & Delivery Schedule** • Financing plan lacks credibility or relies heavily on uncertain funding sources. • Permitting strategy raises concerns. • Development schedule does not support timely project delivery.

Evaluation Criterion	Highly Advantageous	Advantageous	Not Advantageous
Achievement of Additional Policy Goals	**Access & Opportunity** • Demonstrates exceptional responsiveness to the Access & Opportunity Plan. **Sustainability** • Strongly advances the objectives of A&F Bulletin 25 sustainability standards. **Historic Preservation** • Brings a sophisticated approach to historic preservation opportunities. **Affordability** • Provides affordability that meaningfully exceeds minimum requirements. **Fiscal Impacts** • Presents a positive Fiscal Impact to the Town with defensible assumptions.	**Access & Opportunity** • Demonstrates adequate responsiveness to the Access & Opportunity Plan. **Sustainability** • Demonstrates adequate responsiveness to A&F Bulletin 25 sustainability standards. **Historic Preservation** • Applies a basic approach to historic preservation opportunities. **Affordability** • Meets minimum affordability requirements or presents a suitable alternative. **Fiscal Impacts** • Presents a neutral Fiscal Impact to the Town with defensible assumptions.	**Access & Opportunity** • Demonstrates limited responsiveness to the Access & Opportunity Plan. **Sustainability** • Demonstrates limited responsiveness to the A&F Bulletin 25 sustainability standards. **Historic Preservation** • Does not adequately address historic preservation opportunities. **Affordability** • Does not meet minimum affordability requirements or present a suitable alternative. **Fiscal Impacts** • Presents a negative Fiscal Impact to the Town.

Evaluation Criterion	Highly Advantageous	Advantageous	Not Advantageous
Total Financial Consideration	• Provides exceptional financial value to the Commonwealth.	• Provides acceptable financial value to the Commonwealth.	• Provides limited financial value to the Commonwealth.