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MEMORANDUM

To	Jennifer Oram, Zoning Administrator, Town of Hingham, Donna Thompson, Land Use and Development, Town of Hingham, Jack Falvey, Chair, Hingham Affordable Housing Trust
From	Ewan Innes, CTO/Director of Municipal Services
Date	December 2, 2025
Project	25139 - Hingham
Subject	Summary of Interview Responses
Cc:	Emily Keys Innes, AICP, LEED AP ND, President, Innes LSG, Madge Donnelly, Research Specialist, Innes LSG, Grant Perry, Planner, Innes LSG, Erik Woyciesjes, Associate Principal, RKG

The purpose of this memorandum is to provide a summary of the interviews and responses held in October 2025. The consultant team conducted thirteen interviews with twelve companies/firms comprising five development and seven architectural firms (two interviews were conducted with different arms of one of the firms). The interviews were conducted with a clear understanding that the conversation was to be confidential. Erik Woyciesjes from RKG Associates also joined the team for three of the interviews.

The interviewed firms were (in alphabetical order): Davis Square Architects, Harborlight Homes, Icon Architecture, John M. Corcoran & Co., Maugel DeStefano Architects, MPZ Development LLC, Neighborhood Works Housing Solutions, O'Sullivan Architects, Studio G Architects, SV Design, The Architect Team (TAT), and Wingate Companies.

The questions were drawn from an agreed list covering several topic areas: Senior Affordable Housing, Expansion Opportunities, Predevelopment tasks, Project Experience, Property Management, Engagement, and Project Schedule.

The answers are presented in topic and question order (not necessarily in the order they were asked). The questions and topics were asked conversationally. Not every question from every topic was asked or answered due to the unique circumstances of the interviews. The results that follow are presented anonymously, with each interviewee assigned a random letter from A to M.

Overall, the information was consistent across the interviewees, with expected timeframes for development ranging around 5 years (although this is highly dependent on the financing methods, with LIHTC financing, in particular, likely to extend the timetable due to the application and approval cycles).

There was interest among all interviewees in the project; however, they would all like to understand the existing conditions in greater detail. Several identified a feasibility study as ideal before the issuance of an RFP, so that bidders would have a clear picture of existing conditions and other relevant factors. All (except one based on geography) expressed interest in a site walk (which was conducted on November 19, 2025, at 1 pm).

Senior Affordable Housing:

Q. What information would you require to consider pursuing the project?

Interviewee A:

- It's always helpful if the community has a vision; however, leave the RFP flexible for the developer to get creative with the proposal.
- Would need the current operating cost and income of residents.
- The difference between housing for families and senior housing is that senior housing has a higher operating cost.

Interviewee B:

- It depends on whether it is an RFP for taking over the property and adding additional units, redevelopment, etc.

Interviewee C:

- All about price and scope of work that's needed. Additionally, if Section 8 is involved, they can mark up the rent; if not, they can't.
- Be different if they need a development partner and they want to stay in. Either they pay for a capital needs assessment, or the developer pays.
- They would recommend doing an RFQ, rather than an RFP, as an RFP requires spending time and money to answer, which has to be balanced against the gains from the project.

Interviewee D:

- Ideally, this project needs a feasibility study. That is the first round of work for their firm to figure out the goals of the project and put together a document(s) that would tell the story (opportunity, challenges, cost, process for approval).
- They would want to gather as many materials as possible, including site plans, architecture drawings, etc., to provide a baseline. Then determine if it meets current code, what the massing is, and what could be improved to meet code, incorporating conceptual design and the feasibility study.
- They next would need to determine what permits, variance, etc., are needed based on the feasibility and the design that would determine whether they proceed or not, before going for approvals and final design.
- They would ideally want a written summary as to the scope of work and with any attachments possible, along with as much information as possible, would really help determine if they can take on the project.
- An RFQ would require just sending basic quals, while with an RFP, they need to submit a more detailed proposal as well as quals.

- It would be interesting to know how many firms they are competing against and if it's apples to apples, including providing the names of the other firms, etc.
- For a project in Southern Maine, they had an RFQ, then interviewed, then three further interviews with a quals package and proposal. Twelve companies were invited, and the project had a residential component and other uses, such as theaters (which they don't usually do). They collaborated with a company on the list that worked on theaters, but not residential projects, to try to make the project work for both them and the client.
- If an RFP is issued, they would want to see if they can build an additional building that's bigger, take down existing buildings, etc. They would want to provide multiple options.
- There was a similar property where they put out an RFP that was about checking the boxes. Still, the firm thought they could be more creative about it and asked if they could be hired for a feasibility study instead, so that they could then go out for a broader range of firms based on the feasibility study. They worked as advocates to flesh out what the options were before someone was hired for a specific role in the project.

Interviewee E:

- They would be interested in pursuing an RFP.
- The firm does a significant amount of work in adaptive reuse and occupied rehab, etc., so staff have a lot of knowledge on a project like this.
- One way the firm often starts this kind of project is through a capital needs assessment. When you get into the walls, does the electrical service meet code, and is the unit panel sufficient for the number of circuits, etc.? Once the capital needs assessment is complete and they have the opportunity to work with the team, they will be asked to submit a proposal for the design of the renovations. Conducting a needs assessment helps to inform the rest of the project.
- Recommend starting with an RFQ, but they have no real preference as to whether it is issued as an RFQ or an RFP.
- They would be happy to be involved in the development of an RFP as well.

Interviewee F:

- They have seen projects come out in different ways. What is most effective is if the town issues a developer RFP or RFQ; however, typically, teaming a developer with an architect yields the best deal. Lately, the two have been separated, which makes it harder to plan as an architect.

- They would probably want to do an RFQ to evaluate skill and experience, given the sensitivity of the project (the RFQ should note that you don’t want a fee proposal yet).

Interviewee G:

- The key is that if the Town is going to put out an RFP, it needs to be clear what the relationship would be between the Town, HAHT, and the developer.
- Ensure there is clarity in the expected relationship between HAHT, the Town, and the developer. Some might be interested in a relationship with HAHT, others may be interested in bringing in their own management team.
- An RFP should say that the Town wants to explore homeownership if it's something that they really want, so that the developers can test out financing scenarios.
- They have never seen an RFQ for a whole development team. Sometimes, a town will issue an RFI or RFQ, but they feel there is no need to issue an RFI because there is interest in this type of project.
- In an RFP, provide documentation that shows where in the building the services are located. Any kind of survey, even if old, is helpful. A briefing session would also be beneficial for the development team to gain a complete understanding of the project's complexity.
- They would look to improve the building from the inside, which would reduce the size of units due to the building's historic designation.
- They also noted that Hingham is adopting a specialized energy code that will have an impact on the project and would need to be accounted for in the scope of work required within the building.
- They would be interested in this project if an RFP is issued, and may start looking for a developer.

Interviewee I:

- They would want to see details on the permitting process that signals risk and community interest, including upfront work on the Town's part to make the process easier.
- The rehab of existing buildings removes some risk, including timing and permitting.
- The legal structure will matter to people, including if it’s a joint venture, only developer, etc., people would be concerned if they can’t get a handle on that part of it.
- Will any project award be subject to prevailing wage triggers, disposition, etc.?

- They have experience with a similar project in Ipswich, where they bid on being a joint venture partner with the housing authority as a joint buyer and developer.
- The requirements, players, roles, and type of transaction should be clear in any proposal request.
- Is the Town/AHT adding anything funding-wise?

Interviewee J:

- They would like to see an initial feasibility study, site survey, parcel map, and functionality assessment.

Interviewee K:

- They would want to see capacity reports, a feasibility study, background documents/surveys/permits.
- They would also like to understand whether the historic registry restricts the scope of development.

Interviewee L:

- They would want to see an RFP specifically for nonprofits (examples provided to Innes LSG).
- If the project moves towards an RFP, they expect it to be a 30B. However, they were not sure how they would transfer ownership.
- For example, from their Brockton project: if it's owned by a third party like a redevelopment authority, then there is an opportunity to go around 30B.
- Regardless of the process with the Town/HAHT, they would expect it to be friendly.
- They recently did a similar project in Marshfield that was an old 1 room school, then a paint store, then the town bought it as a library, then an office, and the org set it up as vet housing.

Interviewee M:

- Would need to see a capital needs study that looks at all the systems, envelopes, etc., and describes what the building needs, with rough budget numbers based on that study.
- Based on the needs study budget, they would develop a 5-year plan. However, the needs assessment is not something their firm would do, but it is something that some firms specialize in.
- They would need to see a financing plan to make sure the project is viable before going after something like this. They need to have a certain comfort level to know they aren't wasting their time and that the risk factor is lower.

- They noted that funding agencies would want to know if the project is ready to go and, if they fund it, that it can proceed immediately. They would seek some level of funding from the town and expect the Town to contribute a certain amount of money.
- Their firm typically works with developers, both non-profit and for-profit, focused on affordable housing and senior housing. They have also done numerous historic renovations. Since this building has already been converted, it may not be eligible for historic building credits.
- If the Town/HAHT brought in a savvy development partner, it would be very beneficial for financing as well. They think that the Town should start with a development RFP or a co-development RFP to bring someone on who knows the ins and outs.
- They suggest flexibility with the RFP concept/wording/format, including whether this is purely about development or is intended for disposition.

Expansion Opportunities:

Q. Do you think expansion is feasible on this property in the current/near future market?

Interviewee B:

- It would depend on what type of apartments the Town is interested in, but it would be viable.
- They did, however, question whether the rents would support the construction cost.
- They noted that market rents drive the current rents. Rents increases have to be based on a study that considers comparable market rents. The rents are decided based on an analysis of what the rent would be if it were on the market. When the property originally went on the market, the Town's perspective was to maintain the affordability component, and there was some concern that if it were sold to a private owner, they would not renew the Section 8.
- The cost the Town has incurred has been relatively high, as it’s subject to public bidding and procurement. A buyer would want to be able to tell themselves they could do better on expenses because the public bidding has possibly led to higher costs.

Interviewee F:

- They believe that there is a market right now for this type of project. They currently develop multifamily properties, with a large portion of these being affordable housing.
- They do a lot of senior housing, especially adaptive reuse of school buildings. A challenge that is not insurmountable but should be acknowledged is the building's occupancy during construction, as it adds a layer of complexity.

Interviewee H:

- They believe that it is feasible, but would need to know if it’s a friendly 40B and whether it would conform with zoning.

Interviewee J:

- They believe that you could get 8-10 units per floor in a reasonably sized addition as a 3rd wing. Therefore, a potential range of 32-40 units seems reasonable. A feasibility study would help iron out what that would look like and confirm the assumption.

Interviewee K:

- They believe that there is room for additional development with between 20 and 200 units possible, depending on the building style. They typically work in a 200-unit range.
- They note that while they haven't studied the site in detail, the property appears to lend itself to expansion and is in a good location, although they note that development would reduce the available green space.
- They would also want to understand what the Town intends to streamline permitting hearings.

Interviewee I:

- They stated that it is feasible. However, if there were a delay in obtaining the necessary resources and financing to make the project possible, it would make this harder to accomplish.

Interviewee L:

- They undertake a significant amount of housing, including affordable and senior affordable development, and believe that this is a feasible project.
- They are pleased with the location for a project like this and have just finished a very similar project in Brockton.

Interviewee M:

- 60 units are a little small for their firm, but with the extra units in the expansion, they would be interested.

Q. Would an expansion project that included market-rate units be more appealing, or would you be open to 100% deed-restricted affordable housing?

Interviewee G:

- The problem is that the financing for homeownership really lags behind that of rental, so developers find it hard to do ownership at any scale.

Predevelopment:

Q. Is there a preference for purchasing the property vs a long-term ground lease?

Interviewee A:

- They could purchase or lease the property, but noted that the lease would need to be a 99-year ground lease.

Interviewee B:

- They stated that there could be potential interest in either option.

Interviewee C:

- They stated that a fee purchase is better than a ground lease as it provides additional options for the structuring of the payment.

Interviewee D:

- They would have to see the property to see the starting value to make a determination on the preferred option.
- They previously worked with Portsmouth Housing Authority on a rehab and reviewed changing it to workforce housing rather than senior affordable housing. The challenge was that it didn't have an elevator that met the requirements, didn't have stairs that met the requirements, and the hallway was only 38 inches wide. They wanted to include an addition with an elevator, egress stairs, and larger units (among other features) than were in the existing building. After the feasibility study was completed, they decided to keep it as is, even though it was not the highest and best use at the location.

Interviewee E:

- They have done both options; if it's a project with renovation and a new addition, it doesn't really change the architecture.

Interviewee F:

- They do not see an advantage one way or the other. They do, however, think it's in the best interest of the Town to keep the property so that the Town can say it still owns both the land and the building, giving credibility to the larger community.

Interviewee I:

- They would prefer a sale because it gives you a different level of control, but a lease is fine and functional.

Project Experience:

Q. Are there any current trends or challenges facing senior affordable development projects that might deter engagement in this project?

Interviewee A:

- Affordable housing resources are hard to come by. They have done several adaptive reuse of schools to housing projects throughout the state.
- These projects typically take 5-7 years to complete, and could be longer depending on the availability of resources and preparedness.
- The State puts out an annual round for resources starting in February, and you have to submit a pre-application in November to present how far along you are in the process.
- They noted that all of their projects have had a significant municipal contribution, whether it's a low purchase price or something else. CPA has in the past been able to provide local funding assistance.
- In Templeton, the community put $2 million of CPA funds into the transaction.
- If the Town really wants to improve the property, they need to show they are willing to do the extra work to show it's an important aspect of the community and what they can contribute.
- They noted that running the building probably has an incredibly high cost. They have had success working with local officials to get the project through.
- They would want to do a feasibility analysis to see where you can add 20-30 units on the lot and remove parking.
- They noted that it is critical to get the community on board in order for the project to be primed for redevelopment.

Interviewee D:

- The complexity of the renovation is a challenge. They are concerned there would be conflict with the Town the entire time to get the project to where it needs to be, and they would need to see clarity on the roles.
- They were working on a project where they did an addition to City Hall to add a police station, which required moving staff around the existing City Hall, which wasn't something they had considered, and complicated the project.
- There is more cost to a brand new build than expansion and renovation; however, it adds increased complexity.

Interviewee E:

- They are working on a few senior affordable development projects and know that it is possible to make it work. They are currently working on an old school building with adaptive reuse.

Interviewee G:

- There is demand for senior affordable housing and they see no issues with the project.

Interviewee I:

- They see funding as the single biggest hurdle in getting this (or any) project competed.

Property Management:

Upon completion of the rehabilitation and expansion, would you consider remaining involved as the property manager, or would you be sourcing out or selling to another entity(ies)?

Interviewee A:

- They noted that any Low-income tax credit developer must stay in the manager role for a minimum of 10 years because of the tax credit requirements. It's typically longer than that due to the soft money needed to bolster tax credits, which can require 30-50 years.
- Additionally, a third-party manager has credentials to manage an affordable project because every year, you have to check eligibility and HUD standards.

Interviewee D:

- They noted that once they have a better understanding of the project, location, and timing, the firm has the resources to figure out which groups would work best for that project.
- Their preference is to involve a management team during the design development phase, where all the consultants are involved and final approval is being sought, as this allows the management team to be part of the conversation, and as decisions are made, they always refer back to factors such as timing, cost, constructability, etc.

Interviewee E:

- They like to work with a company that has seen the construction and has personnel who have been involved, so they know the site and can assist with relocation. They also like to see a seasoned partner in that role.
- They do see some of the same property managers over and over, with some firms having staff built in.

Interviewee F:

- They noted that a smart developer would team up with the existing property management team. You need to look for experience with this type of project, especially when dealing with residents during the rehabilitation of an occupied building.

Interviewee G:

- They noted that larger developers have their own property management companies that they generally want to work with.

Q. What would you recommend as best practice in accommodating residents during rehabilitation and construction work?

Interviewee A:

- They noted that there are ways to make it work during the development process. Occupied rehab where renovation of the building and moving tenants all happen at the same time, although it may require some residents to be temporarily accommodated in other locations.

Interviewee B:

- They noted that given the resident population, rehab will be a big deal to them, so it would be an undertaking to relocate even if at a wing or floor at a time, and sensitive management of that will be critical.
- They noted that a prior project involving an elevator renovation was a big deal and needed a lot of accommodations, including extra staff, hotels, and sending residents to live with family temporarily.

Interviewee C:

- They noted that they have a third party they work with for occupied rehab situations like this.

Interviewee D:

- They noted that this is not something the firm would directly manage, but other people would have to house the current residents appropriately to keep their benefits.
- They proposed that they might build new first, then have people move in, resulting in less moving overall. Regardless, people will be living on site during construction, with many residents requiring temporary housing during the project's construction, especially since there aren't many vacant units available to house residents during this time.
- In their Portsmouth project, as people vacated the building, they didn't fill the room to try to limit the number of people who needed to be moved during construction. For a school project, they identified a different property, designed, built, and relocated everyone to it, and then found a new use for the existing property.

Interviewee E:

- They have worked on these types of projects before. Typically, a relocation expert is on staff or consulted. If it's a larger company, they look for vacancies in their portfolio or on-site to try to relocate the residents phase by phase. They do coordinate the process.

Interviewee F:

- They noted that, as the building was last renovated in 1979, there is a potential hazmat concern (depending upon what was left in place), and that could impact how the project is phased with an occupied rehab.

Interviewee G:

- They have had two projects where residents moved with the phases of construction. For example, using half of building A, then moving to the other half. It's easier to move horizontally than vertically for renovation, especially in occupied rehab; however, it gets complicated.
- They would like to see new construction first to try to limit the amount of occupied construction; however, a developer is going to be more interested in how you finance the project itself.

Interviewee H:

- They have had to do this in the past. One project involved the modernization of an occupied building, divided into 9 phases for a 94-unit development featuring quad modules. They selected 8-12 units at a time and worked on them in chunks. Vacant units were not filled to allow space. If you can build 30 units in a new wing first, that would be very helpful; however, you would potentially still need to find off-site accommodations for some residents.

Interviewee I:

- They noted that daytime relocation can be helpful for situations like this (work is done in the unit during the day and the resident moves back in at night).

Interviewee J:

- They recommended building the new addition first and then installing a second elevator in the existing building to help with the renovation process (eases the transition and movement of materials).

Interviewee K:

- They don't have anything in their portfolio for rehousing residents, but would probably look at the build-out of the extension first and then do renovations of the existing building.

Interviewee L:

- For this project, they would want to do new construction first to build unit space to help phase rehab of the existing structure. During the rehab, they would move occupants out of the room, even just during working hours, throughout the day.

Interviewee M:

- They would look to do the expansion first, then rotate through the rehab of the existing building. With occupied rehabs, they sometimes do it in stacks. For example, in a 4-story building, they would do 4-5 units at a time on each floor. They could also do it a floor at a time, but either way, it can be complicated.

Project Schedule:

Q. How long would you anticipate a rehab of this size to take?

Interviewee A:

- They would expect it to take 5-7 years to complete.

Interviewee E:

- They can offer examples, but would need to know more about the development, how the plumbing is laid out, etc., to really know for sure. It can be done safely in a 60-unit development, where six units are available for free in a specific wing. People are then relocated in groups of six units at a time. However, the smaller the available number of units, the longer the project can take to complete, and this makes construction a little more complicated.
- It’s more efficient to work on large chunks at a time. If the scope is kitchen and bath rehab, then it can be completed within 3 weeks; however, it typically takes 5-6 weeks to gut and rehab.
- The condition of the infrastructure is a big question mark (whether heating has to be replaced, etc.) that will slightly change how the team looks at the renovation. They have had projects where they replaced all plumbing in an occupied high-rise building and were able to figure it out.

Interviewee F:

- Timing is dependent on financing. Permitting could be completed in as short as 8 months, but funding (especially using the Low-Income Housing Tax Credit (LIHTC)) will likely take 2 years. The project would also need to shovel ready during the application process.

Interviewee G:

- They noted that LIHTC funding takes time. If it's a project-based Section 8 or voucher-based program, then it changes things. Does the Section 8 housing stay with the building, or does it follow the person? It’s better to have project-based to increase the available funding opportunities.
- Most affordable housing projects are trying to combine LIHTC and project-based Section 8 for funding. They could also consider tax credits for historic buildings to fund the project.
- The timeline is always determined by funding. They would expect it to be no less than two years, but some of it is dependent on Hingham; does it have to go through 40B? Can the design be advanced as the project goes through review? Similar projects have been completed within a 4-year period.

- They would also expect at least two phases of construction, especially trying to keep tenants in place.

Interviewee H:

- They expect a timeline with 6 months for approval, 6 months for funding if you get funded in the first LIHTC round, or an additional 6 months to a year if not. They would expect another three or so years of construction so an optimistic outlook would be 3-4 years.

Interviewee K:

- They would expect a 5-6 year timeframe to complete the renovation and expansion, including phasing the renovations.

Interviewee J:

- They would anticipate that an assessment and the permitting process (if the Town expedited) would take approximately four months.
- They would then begin the new construction, which would take 12-14 months, then begin the renovations with a few months per phase as they relocated residents. This would total approximately 3 years.

Interviewee I:

- The timeline depends on how intense local politics are; it would be at least 6 months to a year for permitting while also working on design.
- During the permitting process, funding applications can be submitted (local, regional, state) State applications would have to be submitted multiple times so it could be 2-3 years to put money together, plus 18 months on the construction.
- They would look seriously at trying to do an occupied renovation with daytime relocation as opposed to full relocation.
- They would expect about 5 years total from start to finish.

Interviewee M:

- The timeline is entirely dependent on how the financing comes together. If LIHTC is used, funding opportunities occur only a few times a year, and you must submit drawings and a financing plan for consideration. You may or may not then be selected. In that case, you might be pushed back 6 months or a year, depending on the funding package from the state.
- They would expect a 5-year development timeframe to be likely.

Q. What risk factors might prevent a project such as this one from being completed on schedule?

Interviewee A:

- They noted that converting an existing school building to housing is easier. An occupied rehab like this would be a bit more challenging.

Interviewee H:

- They typically want to see a good connection with the Town, where there won't be as much neighborhood opposition to the project, as well as local funding for the project that helps shorten the timeline.
- Additionally, it helps if it's a Town-owned property and you have their support.

Interviewee I:

- They noted that the more players that are involved, the greater the risk or concern.

Q. Assume the Town were to issue an RFP for the sale (or long-term lease) of the LSA property, conditioned on the buyer making needed capital improvements and expanding the LSA, subject to an affordability deed restriction. Would your willingness to respond to such an RFP depend on whether Town Meeting had already voted (prior to issuance of the RFP) to authorize the Select Board to dispose of the property, should the SB determine after the RFP process that such a transaction would serve the Town's interest??

Interviewee A:

- Town Meeting should vote before the RFP is issued.

Interviewee C:

- It would be helpful to have approval for a sale before committing time and resources.
- The only caveat is to avoid tying a building value to the approval.
- As discussed on our call, what are the capital needs/rehab scope, and what are the expectations around the level of rehab?
- This will have a material effect on the price at which the property can be sold.

Interviewee D:

- Our willingness to respond to the RFP would not depend on the Town Meeting having already voted to authorize the select board to dispose of the property. However, having that authorization in place before the RFP process would provide greater clarity and confidence that the town is committed to moving the project forward, which is beneficial for the respondents, given the time and resources required to put together a thoughtful proposal.

Interviewee E:

- If the RFP is just for architectural services, then we would be very interested in doing the design work under either scenario.
- If the RFP is for the sale/ lease, then we would be looking for an experienced developer to team up with.
- The developer would be purchasing the property, and we, as architects, would be contracting with them to do the design/ architectural work.
- I would think a developer would be keenly interested either way; however, they would perhaps be more interested if the project were already approved by the Town (and therefore more of a certainty).
- We know several developers who would likely be interested, and I would look forward to the opportunity to share information with them about this potential project.

Interviewee H:

- The answer would depend on local politics and how much effort is being requested in the RFP.
- If I had confidence in a Town Meeting vote passing, it might not be a big deal, but if it seems controversial or risky, I might be more likely to pass; do you know if Hingham is pro-housing (in this location)?
- Likewise, if the RFP requests simpler, high-level information, I would be more likely to submit a response even if there is some risk. At the same time, I might not be willing to pay my design team more than $25k to put together a preliminary design package as part of an RFP response if the project might not get off the ground before it's completed.
- In general, the more risk and time you can remove from a deal, the more appealing and valuable it is.
- If, for example, the Town voted to dispose of the property and created a 40R district that clearly defined density, parking, and dimensional requirements for a by-right project, that would be the most appealing option.

Interviewee J:

- My opinion on that is you would certainly get more interested parties if this were already voted on.
- From our experience with developers, the more 'red tape' and procedural steps that are completed ahead of time, the better. These add unknown costs and time risks to the developers.

Interviewee K:

- We would obviously need to understand the details and requirements of the RFP, but in general, I think we'd be willing to respond before Town Meeting.

Interviewee L:

- Yes, having the Town Meeting vote before issuance of the RFP is most definitely preferable.

Interviewee M:

- I would expect that a developer would want some assurances that the Select Board was on board with the sale of the property.

Other miscellaneous questions and comments from interviewees:

Interviewee A:

- Does the project have to be Chapter 30B? Is the town looking to create more housing or profit from the sale?
- What are the current AMIs of residents? It would be helpful to know who's paying what and how much. Is the Town/HAHT open to mixed-income? They note that it's nice to have at or below 60% AMI, but also with units at 80% and 120%.
- **RKG Q.**: **As you were talking about occupied rehab work, since we're doing financial feasibility, do you have a high and low that would be hard cost per SQFT to test from? Doesn't have to be exact but what would be reasonable**.
    - They can't answer the question with current information, as they don't know what's inside the buildings and walls, as well as the deferred maintenance.
    - The basis of the project is probably negative, as there is no value in the existing asset because there is so much to do to figure it out and make it come back to life, and do all the things the Town wants. Perhaps there is some cash flow sharing or a ground lease, but then it returns to the community, and you have to go through this entire process again.
    - Does the current building have to pay taxes, or is it exempt? Does it not have taxes now that then would need to be shouldered by whoever takes on the project?

Interviewee C:

- The company has a large portfolio of Section 8 housing throughout the country, but specifically in Massachusetts. They typically purchase dilapidated buildings, demo, then build 5 over 1 (podium-style) buildings. They can be very creative when there is Section 8 financing. If you are looking to develop on a faster timescale, then you want to avoid LIHTC as it takes at least 4 years just to get the award before you break ground.
- They have interest in the project whether it was rehab or new build, the size of the build doesn't matter to them.
- They would also like to understand what's going on with the Armory.
- They noted that rehab of the existing building could easily be $50k per door.
- They have experience with non-profit entities, as much as they say they care, they are often very cost-driven. It all goes back to price.

Interviewee D:

- They would love to get a retainer to work on a feasibility study.

Interviewee E:

- They are doing a lot of new construction, such as a new build that's a passive house in Milton for seniors.
- They would ask for an exploratory demolition to know if something is good to stay in service through the next renovation and would ask building management, contractor, etc. to make a selective investigation to make the best decision they can. They don't want to find out they have to replace a main pipe after construction starts.

Interviewee G:

- They noted that developers and the state will be looking for Hingham to put money up for this project as well. For example, in Wellfleet (new construction), they ended up with three proposals, chose theirs (40+ 100% affordable units). They don't recall when it happened during the process, but the original budget included the town's contribution. However, at some point, the developer had to return to the town to provide additional funding for the state to support the project.
- They noted that this would be a big project for the town.
- They also noted that 80 units is a sweet spot for LIHTC funding and how a development team looks at the project. If more units are proposed than can get funded in one round of LIHTC funding, then it's less ideal than if it can all get funded in one round. As long as it's under 100 units, it could be one funding phase.
- They could also see Hingham having more priority in the funding pipeline than municipalities with many projects in the funding process due to the single project.

Interviewee H:

- They have completed similar projects, such as school conversions to residential, that took 5-6 years from the start of the RFP process to the end of construction.
- They have been involved in the planning stage of an RFP like this, so having a goal and scope outlined but open-ended is good in case someone has a creative solution that works better.

Interviewee I:

- They would probably not be interested because they are geographically locked. If the Town wanted consulting options, they could do that, but if they are looking for developers to walk the site, then the firm can't do it.
- They sometimes do things outside of their geography on a contract basis.
- There may be some interest in a peer organization on the Cape.
  - Www.capecdp.org
  - Www.haconcapecod.org
- There are some organizations that are not geographically bound, but perhaps not large enough to be a suitable site for larger players. However, they are worth considering for a project like this.
- They would bid if it were in the company's geography, but they feel confident we will get someone interested in the project.

Interviewee J:

- They would want to do an assessment per unit to develop a unit-specific renovation plan, which would also help to limit displacement.
- They do a lot of 40B development with the private sector and haven't been involved in publicly funded projects.

Interviewee K:

- They have an internal reserve that is funded for capital and would be interested in the project, but would be looking at return metrics.
- They would want to understand how open the Town and HAFT are to increasing density.