



**REQUEST FOR PROPOSALS
TECHNICAL ASSISTANCE TO LOCAL
GOVERNMENTS IN IMPLEMENTING LAND
USE REFORMS**

PROJECT OVERVIEW

A. INTRODUCTION

Delaware State Housing Authority (DSHA) is accepting proposals from qualified consultants to provide technical assistance to local jurisdictions participating in the pilot program established by Senate Joint Resolution (SJR 8) on implementing select zoning and land use reforms. The goal is to solicit proposals from qualified consultants to propose a methodology, timeline, budget, and other necessary steps to deliver the work outlined in the Scope of Work identified as part of this solicitation.

The expected deliverables for this plan are outlined in the Scope of Services below and should include consideration of objectives identified within the *State Strategies for Policies and Spending* regarding development patterns consistent with Investment Levels 1 and 2.

B. BACKGROUND INFORMATION

Delaware is facing critical housing challenges. According to the 2023 Delaware State Housing Needs Assessment (HNA), there are 19,400 too few rental units to meet the affordability needs of renters making up to 50% of Area Median Income (AMI). The 2023 HNA also indicated that Delaware needs to add 24,400 housing units by 2030 to keep up with population growth.

The [Affordable Housing Production Task Force Final Report](#) dated April 2025 identified local zoning reform as a key objective, stating that the task force members had “unanimous consensus that changes are needed at the local level to enable more diverse housing types,” and that local zoning ordinances can be barriers to affordable housing development.

In June 2025, the Delaware General Assembly passed the [Senate Joint Resolution 8](#) (SJR8), which directs the Delaware State Housing Authority (DSHA) to create a pilot program to support local zoning reform efforts. The program will provide technical assistance to municipalities interested in implementing one or more strategies from a menu of zoning and land use reforms. The goal is to spur local changes that encourage a greater variety of housing types promote compact, mixed-use development, and address housing affordability challenges.

Municipalities that apply for this voluntary program will select which strategy(ies) they want to implement from the menu described below. Additionally, as part of the application process municipalities must pass a resolution affirming their support for the application and pledging to work with the technical assistance provider toward implementation of the selected strategies. The technical assistance provider will work directly with each municipality to assist in the development, adoption and implementation of the selected reforms.

DSHA will establish a Housing Reform Committee to support and oversee the technical assistance in cooperation with municipal officials and the project consultant. The Committee may include one or more members from a non-

participating municipality with experience successfully adopting housing reform. The Committee will meet on a periodic basis to track progress, discuss challenges, and plan for public engagement

C. CONTRACT TERMS

Delaware State Housing Authority will negotiate contract terms upon selection. A project will be awarded upon signing an agreement or contract outlining terms, scope, budget, and other necessary items. The successful bidder will be required to enter into DSHA's standard form contract inclusive of the agreed-upon scope of services.

D. COMPANY OVERVIEW

The Delaware State Housing Authority is an independent authority in the executive branch of state government. DSHA has the power to make loans and grants to both for-profit and non-profit housing sponsors; to make loans to mortgage lenders and require that they use the proceeds to make new residential mortgage loans; to apply for and receive subsidies from the federal government and other sources; and to issue its own bonds and notes.

In addition to its role as the State's Housing Finance Agency, DSHA is unique in that it also serves as a Public Housing Authority and acts as a Community Development and Planning Agency. As a Public Housing Authority, DSHA receives funding from HUD to build, own and operate public housing in Kent and Sussex counties, two of Delaware's three counties.

SCOPE OF WORK & DELIVERABLES

- A.** Coordinate directly with each municipality in the development, adoption, and implementation of the selected reform(s) from the following menu of strategies:
 - 1. Allow Accessory Dwelling Units and/or “missing middle” housing types as a permitted use in residential zones
 - 2. Allow manufactured and/or modular homes where single-family detached homes are permitted
 - 3. Create pre-reviewed design plans for “missing middle” housing types
 - 4. Increase allowable density for housing by reducing minimum lots sizes and bulk standards to promote the development of compact housing
 - 5. Increase building heights for multifamily housing/mixed-use developments
 - 6. Establish an inclusionary zoning program to address affordable and workforce housing needs
 - 7. Allow higher density, mixed-use with residential in commercial zones or employment centers
- B.** Zoning and Regulatory Framework Analysis. Evaluate each participating jurisdiction's regulations that impact new development, with a focus on identifying regulations or procedures that prevent the production of diverse housing options and mixed-use development. The certified Comprehensive Plan and Future Land Use Map, zoning, subdivision code, and permitting/approval processes are included in this review.

1. Permitted residential uses and conditional approvals by housing type.
 2. Prohibitions and restrictions on factory-built housing or manufactured housing.
 1. Land zoned and available for multi-family housing, or manufactured housing
 2. Development standards (e.g., large minimum lot setbacks, higher parking minimums, higher open space requirements, etc.)
 3. Public notification procedures.
- C.** Identify opportunities to remove identified barriers, including but not limited to the strategy selected by the jurisdiction in their submitted resolution.
- D.** Draft land use code amendments or regulatory changes necessary to implement the selected strategy based on that jurisdiction's regulatory framework.
- E.** Coordinate with the Planning and Zoning Commission, City/County Council, and the Housing Reform Committee to present draft amendments.
- F.** In coordination with municipal officials and Housing Reform Committee, conduct public participation and outreach efforts in a go-to-them and meaningful manner.
1. Material should be compelling, written for all audiences, and distributed in a manner to reach a broad range of audiences to show how the proposed changes will benefit the community, including impacts to housing supply.
 2. Any public outreach should include people who have unaddressed housing needs and most likely to benefit from the proposed changes, so they can authentically participate in the planning process.
- G.** Attend Planning and Zoning Commission, City/County Council, and other meetings as determined necessary to obtain feedback and provide updates as needed to advance the identified strategies.
- H.** Deliverables include:
1. Zoning and Regulatory Framework
 2. Identified Barriers and Opportunities
 3. Draft versions of proposed ordinances and/or regulatory changes
 4. Presentation material for public meetings necessary for the adoption of strategies.
 5. Monthly updates on the progress to the Housing Reform Committee.

I. ADDITIONAL INFORMATION

DSHA estimates that 5 to 8 municipalities will participate in this program. The amount of time the consultant should devote to working with each municipality will depend on a variety of factors, including the number and nature of reforms each municipality selects, the existing capacity of the municipality's planning/zoning staff, and whether the municipality has already taken proactive measures to advance the selected reform(s). Supplemental information will be posted in conjunction with this RFP following the closing of the application process for municipalities. The information will include the final number of participating

municipalities, the reform(s) that each municipality has selected, and details about existing groundwork for the reforms, as applicable.

PROPOSAL FORMAT, CONTENT AND SUBMISSION

A. SUBMISSION OF PROPOSALS AND DEADLINE

Provide one electronic copy and one paper copy in a sealed, company-marked envelope and clearly labeled “DSHA Housing Needs Assessment” to Delaware State Housing Authority by **2:00 p.m. EST on Friday, November 14th**. Paper copies should be addressed to:

Alexander Modeas
Director of Policy and Planning
Delaware State Housing Authority
18 The Green
Dover, DE 19901

Electronic copies should be emailed to Alexander.Modeas@Delaware.gov with a copy to Caitlin.DelCollo@Delaware.gov.

B. CONTACT FOR QUESTIONS

All inquiries related to the scope of work, requests for additional information, and/or about the submission of the proposal must be received no later than **2:00 p.m. EST on Friday October 24th**. Inquiries should be emailed to: Alexander.Modeas@Delaware.gov.

C. PROPOSAL REQUIREMENTS

Proposals must address the following:

1. Letter of Transmittal (1 page): Reference ‘Technical Assistance to Local Governments’ and includes your company name, address, web site address, telephone number, e-mail address and primary contact person.
2. Introduction/Summary Letter (2 pages max): Brief introduction and summary of the company//consultant to include a description of the disciplines included within the firm.
3. Approach and Estimate Timeline: Explain consultant’s understanding of the project and expected project activities. Include an estimated project timeline for the previously mentioned project steps. Explain the availability and capacity of the consultant and any subcontractors to execute and see the project to completion.
4. Experience and Qualifications:
 - a. Working with local officials to adopt land use strategies to increase and diversify housing supply. Include detailed descriptions of similar projects performed, results, client name and year completed.
 - b. Demonstrated technical experience in the fields of planning, zoning, land use, affordable housing, and municipal government.
 - c. Demonstrated ability to draft zoning policies tailored to a jurisdiction’s specific needs.

- d. Demonstrated understanding of Delaware land use laws and regulations.
 - e. Willingness to collaborate with local subject matter experts, decision-makers, and local officials and staff.
 - f. Ability to attend evening meetings in addition to regular meetings with local officials and staff.
 - g. Public education and outreach efforts that assist local officials in gaining a greater understanding of critical housing development issues.
1. Applicant Information:
 - a. Summary of firm's background and focus
 - b. Resumes of staff members to be assigned to this project
 - c. Samples of similar work completed in the last three years
 - d. Contact information for three references familiar with similar work
 2. A summary of pricing for the proposed services and products. Payment - Include any requirements or preferences regarding invoicing and payment.
 3. Signed Proposer Warranty
 4. Subcontracting plans, if any, and necessary certifications of subcontractors

D. PROPOSAL FORMAT

1. Length and Font Size. Please use fonts no smaller than 12 points. Maximum proposal length including title page, cover letter, proposal, qualifications and costs should not exceed 30 pages.
2. Letter of Transmittal to Include. Delaware State Housing Authority, Technical Assistance to Local Governments, your company name, address, web site address, telephone number, e-mail address and primary contact person.
3. Introduction/Summary Letter. Signed by the person or persons authorized to sign on behalf of the company.
4. Costs. List costs as requested above. Identify staff who will be working on the project. Include standard hourly rates for work.

E. EVALUATION CRITERIA

The following criteria will form the basis upon which DSHA evaluates proposals. DSHA will score and rank all eligible responses based on the criteria below.

Evaluation Criteria	Weight
Approach & Understanding of Scope of Services	25%
Team Qualifications	20%
Relevant Experience	15%
Familiarity with Delaware's Planning Environment	10%
Quality of Work Samples	15%
Cost	15%
Maximum Number of Points	100%

F. GENERAL TERMS & CONDITIONS

DSHA reserves the right to negotiate a contract with one or more respondents. If a contract cannot be reached with a selected respondent, DSHA will move down the

list until an agreement can be achieved. DSHA will make the final selection and award and reserves the right to reject any or all responses. Additionally, DSHA reserves the right to award one contract for the proposed scope of services or multiple contracts for various portions of the scope of services based on the strength of each proposer's response. DSHA may contact any customer of the respondent, whether or not included in the respondent's reference list, and use such information in the evaluation process. Additionally, the State of Delaware may choose to visit existing installations of comparable systems, which may or may not include respondent personnel.

DSHA may, at its convenience and in its discretion of the best interests of the agency proceed to:

- Select for contract or for negotiations a proposal other than that with lowest costs.
- Reject any and all proposals or portions of proposals received in response to this RFP or to make no award or issue a new RFP.
- Waive or modify any information, irregularity, or inconsistency in proposals received.
- Request modification to proposals from any or all respondents during the contract review and negotiation.
- Negotiate with 1 firm without terminating negotiations with another firm and may negotiate with 1 or more firms during the same period. At any point in the negotiation process, the agency may, at its discretion, terminate negotiations with any or all firms.
- Select more than one respondent.
- Select in the discretion of DSHA to be in the best interests of the Agency.

G. ACCEPTANCE & OPENING OF PROPOSAL

DSHA reserves the right to reject any proposals, accept or reject any part of any proposal, or waive informalities and minor irregularities in the proposals. Submissions that contain erasures, alterations, conditional bids, omissions, or irregularities, may be rejected.

DSHA will receive proposals until the date and time shown in this RFP. Bids will be opened in the presence of DSHA personnel. There will be no public opening of submissions, but a public log will be kept of the names of all respondent organizations that submitted proposals. The contents of any submission may not be disclosed following Executive Order # 31 and Title 29, Delaware Code, Chapter 100. A respondent's allegation as to its confidential business information shall not be binding on the State. The State shall independently determine the validity of any respondent designation as outlined in this section. Any respondent submitting a proposal or using the procedures discussed herein expressly accepts the State's absolute right and duty to independently assess the legal and factual validity of any information designated as confidential business information. Accordingly, the respondent(s) assume the risk that material which it may consider confidential

business information included in a proposal may enter the public domain and/or be subject to disclosure.

H. EQUAL OPPORTUNITY

All qualified persons, firms, and proposers will receive consideration without regard to age, color, disability, gender, national origin, race, religion, or sexual orientation. Minority Business Enterprises (MBEs), Women-Owned Business Enterprises (WBEs), and Veteran-Owned Business Enterprises are encouraged to apply.

I. COSTS OF PROPOSAL & CONDITIONS OF SELECTION

DSHA is not responsible for any costs associated with preparing or submitting a proposal. The selected respondent must enter into a written agreement with DSHA. DSHA reserves the right to incorporate standard DSHA contractual provisions into any contract negotiated as a result of a proposal submitted in response to this RFP. Any proposed modifications to the terms and conditions of the standard agreement are subject to review and approval by DSHA. The selected respondent will be required to conform to DSHA business standards, including insurance minimums, Delaware jurisdiction, record access, and other stipulations that will be discussed and negotiated as part of the selection process. If any respondent is unable or unwilling to agree to the terms or conditions required by DSHA, DSHA will reject the proposal and move to select an alternative respondent. The respondent will be required to sign the contract for all services and may be required to sign additional agreements.

J. VENDOR SET UP

Requirements include insurance coverage, ACH or direct deposit invoice payment acceptance, licensed for Delaware business, and a copy of a certificate of \$1 million dollar insurance for professional liability.

TIMELINE

A. RFP TIMELINE

1. Due Date to Submit RFP Questions – **2:00 p.m. EST Friday October 24th**
2. Proposals due - **2:00 p.m. EST Friday November 14th**
3. Interviews - **early December**
4. Consultant selected - **mid December**
5. Contract signed - no later than **January 2nd**
6. Notification to other applicants – **early January**

B. PROJECT TIMELINE

1. Project is anticipated to last 9 to 12 months.