

COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES

100 Cambridge Street

Boston MA 02114



REQUEST FOR RESPONSES (RFR)

Pre-qualification of Entities to Serve as Chief Financial and Administrative Officer for Massachusetts Local Housing Authorities with State-aided Housing

Agency Document Number: EOHLC2026-18
COMMBUYS Bid Number: BD-26-1076-OCDDE-OCD01-121116
Division of Public Housing

PHN 2025-12
September 19, 2025

Please Note: This is a single document associated with a complete Bid (also referred to as Solicitation or Procurement) that can be found on [COMMBUYS](http://www.COMMBUYS.com) (www.COMMBUYS.com). All Applicants (also referred to as Qualified Entities, Bidders, Contractors, and Respondents) are responsible for reviewing and adhering to all information, forms and requirements for the entire Bid, which are all incorporated into the Bid. Bidders may also contact the OSD Help Desk Helpdesk at OSDHelpDesk@mass.gov or the OSD Helpline at 1-888-MA-STATE. The Helpline is staffed from 8:00 AM to 5:00 PM Monday through Friday Eastern Standard or Daylight time, as applicable, except on federal, state and Suffolk County holidays.

The terms of 801 CMR 21.00, Procurement of Commodities and Services are incorporated by reference into this notice. Unless otherwise defined by EOHLC, contract and fiscal requirement terms used in this notice shall generally have the meanings defined in 801 CMR 21.00.

COMMBUYS Bid# BD-26-1076-OCDDE-PH005-119503**ISSUE DATE: 9/19/2025**

Purchasing Department	Executive Office of Housing and Livable Communities (“EOHLC,” “HLC,” “Agency,” or “Purchasing Agency”)
Address	100 Cambridge Street, Suite 300
City, State Zip Code	Boston, MA 02114
Procurement Contact Person	Chad Howard
Telephone Number	617-573-1100
E-Mail Address	chad.howard@mass.gov
RFR Name/Title	Pre-qualification of Entities to Serve as Chief Financial and Administrative Officer for Massachusetts Local Housing Authorities with State-aided Housing
RFR Agency Number	EOHLC2026-18
COMMBUYS Bid Number	BD-26-1076-OCDDE-PH005-119503

This Request for Responses (“RFR”) does not commit the Commonwealth of Massachusetts (“Commonwealth”) or EOHLC to approve a contract or agreement, or pay any costs incurred in the preparation of a Bidder’s response to this RFR or to procure or contract for products or services. EOHLC may (i) accept or reject any and all proposals received as a result of this RFR; (ii) negotiate with one or more of the qualified Bidders; or (iii) cancel, in part or in its entirety, this RFR if it is in the best interest of the Commonwealth to do so. EOHLC may contract for some, all or none of the services offered by Bidders in response to this RFR.

EOHLC may amend this RFR at any time prior to the date the responses are due. Any such amendment will be posted to the Commonwealth’s procurement website, COMMBUYS (www.commbuys.com).

Bidders are advised to check COMMBUYS regularly, as this will be the sole method used for notification of changes.

1. Description or Purpose of Procurement:

EOHLC is issuing this RFR to identify and pre-qualify individuals and entities with relevant experience to serve as a Chief Financial and Administrative Officer (CAFO), as defined by M.G.L. c. 121B, § 26B and applicable program guidelines issued by EOHLC, at Local Housing Authorities (LHAs) designated by EOHLC as “chronically poor performing”. The role of CAFO will be performed by entities¹ that have been pre-qualified in this RFR procurement process by EOHLC. When the need for a CAFO is triggered, EOHLC will then select a pre-qualified entity without additional procurement. Individuals/entities that are not qualified through this process will not be eligible for selection for CAFO. EOHLC seeks to pre-qualify no more than ten entities.

2. Applicable Procurement Law

¹ References in this RFR to a “Qualified Entity” can include an individual consultant or a qualified entity. For purposes of this RFR, the terms “qualified entity” and “bidder” are used interchangeably and shall have the same meaning.

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Check Appropriate Box ("X"):	Type of Purchase	Applicable Laws
	Executive Branch Goods and Services	
☒	Goods and Services	MGL c. 7, § 22; c. 30, § 51, § 52; 801 CMR 21.00
☐	Human and Social Services	MGL c. 7, § 22, § 22N; c. 30, § 51, § 52; 801 CMR 21.00; 808 CMR 1.00
☐	Legal Services	MGL c. 30, § 51, § 52 and § 65; c. 7, § 22; and 801 CMR 21.01(2) (b)
☐	Grants	MGL c. 7A, § 7; St. 1986 c. 206, § 17; 815 CMR 2.00

3. Acquisition Method; Payment:

Check All Applicable ("X"):	Category
☒	Fee-For-Service
☐	Outright Purchase
☐	Rental (not to exceed 6 months)
☐	Term Lease
☐	License
☐	Other:

The acquisition method is fee-for-service. EOHLC may issue another procurement for a payment vendor to contract with qualified entities. Each qualified entity on EOHLC's pre-qualified list resulting from this RFR will enter a contract with EOHLC's designated payment vendor, EOHLC, or another entity as determined by EOHLC. All contracts are subject to appropriation and conditional upon the availability of funds.

Any successful Bidder having costs chargeable to a contract resulting from this RFR shall maintain an accounting system, financial management system, and supporting fiscal records adequate to audit, and any other records necessary to substantiate the Bidder's claims for payment thereunder.

4. Whether Single or Multiple Contractors are Required for Contract:

Check One ("X"):	
☐	Single Contractor
☒	Multiple Contractors

a. Estimated Number of Awards

The target maximum number of Contractors is 10. EOHLC may award more or fewer contracts, if it is in the best interests of the Commonwealth to do so.

b. Adding Contractors after initial Contract Award

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If, over the life of the contract, EOHLC determines that additional Contractors may be added, these may be drawn from qualified companies that responded to this Solicitation and not awarded Contracts. If necessary to meet the requirements of the Commonwealth, the Solicitation may be reopened to obtain additional Bids.

5. Entities Eligible to Use the Resulting Contract

Check One ("X"):	Eligible Entities
☒	Limited User Contract – Restricted to Use by Defined Entities Only. Any Contract(s) resulting from this Bid will be open for use by the issuing Purchasing Department and the following other entities to the extent they are permitted by applicable law and policies to do so: Massachusetts Chapter of the National Association of Housing and Redevelopment Officials; and Massachusetts Local Housing Authorities.
☐	Limited User Contract – Restricted to Use by Issuing Entity Only.

6. Expected Duration of Contract (Initial Duration and any Options to Renew):

Contract Duration	Number of Options	Number of Years/Months	Instructions
Initial Duration		5 years.	Qualified entities that are pre-qualified through this RFR will remain pre-qualified until January 1, 2031.
Renewal Options	N/A	N/A	After January 1, 2031, qualified entities may be required by EOHLC to resubmit their qualifications through the same or similar process outlined in this RFR, or as EOHLC may specify in additional guidance and/or a subsequent procurement, as EOHLC determines is necessary.
Total Maximum Contract Duration		5 years.	

7. Anticipated Expenditures, Funding, or Compensation:

Qualified entities will be paid by EOHLC using state-aided public housing operating funds through EOHLC's designated payment vendor. All compensation is subject to appropriation and conditional upon the availability of funds.

Compensation for each CAFO engagement will vary due to anticipated variation in LHA size and the complexity of the CAFO engagement. Compensation for services is based upon the number of units that are under management by the LHA and will be negotiated when the unique needs of the LHA appointed a CAFO are known. EOHLC intends to negotiate a compensation package that reflects the number of labor hours and administrative overhead.

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Bidders must submit their guaranteed hourly billing rates, as indicated under “Instructions for Submission of Responses Criteria 3 Fee Proposal.” Note, this rate must be guaranteed for the first three years of pre-qualification. Rate increases may be proposed after the first three years as a qualified entity, but the increase schedule must be set forth clearly in this response. In addition to the negotiated rate, EOHLC will include reimbursable expenses, consistent with prevailing Commonwealth rules governing reimbursement for State employees.

Reimbursable Expenses:

Quarterly during the CAFO engagement, qualified entities should submit to the LHA invoices for payments for reimbursable expenses incurred. These submissions must be supported by invoices or receipts. The following are the **only** allowable reimbursable expenses:

- The cost of printing more than five (5) copies of required submissions;
- Mileage reimbursement for driving in Massachusetts only, currently at a rate of \$0.62 per mile; and
- Any other specially authorized reimbursements deemed essential by EOHLC in writing.

Non-Reimbursable Expenses:

- Qualified entities shall not be reimbursed for telephone, postage, or delivery; and
- The qualified entity shall not be entitled to compensation for the services of sub-consultants, unless preapproved in writing by EOHLC.

8. Contract Performance and Business Specifications:

The following is a description of the anticipated scope of services that successful Bidders are expected to complete consistent with state and federal law and EOHLC administrative guidance and policies. EOHLC may negotiate changes to the original performance measures and requirements identified in this RFR at any time, to ensure compliance with state and federal laws, regulations, policies, and program goals. In addition, EOHLC may negotiate and execute contract amendments with the awarded Bidder(s) as needed which EOHLC reasonably determines are within the scope of this RFR and necessary to result in best value to the Commonwealth. Such contract amendments may include, without limitation, additional or related services.

In the event that an LHA with state-aided public housing units receives the designation of “chronically poor performing”, EOHLC may appoint a CAFO per Mass. Gen. Laws c. [121B, § 26B](#).

The CAFO shall be responsible for the overall administration of the chronically poor performing LHA or specific functions as designated by EOHLC. The term of the appointment shall be for a term of not more than 3 years. The CAFO shall be appointed solely on the basis of administrative and executive qualifications and shall be especially fitted by education, training and experience to perform the duties of the office. The CAFO shall not be required to be a resident of the commonwealth or of the same municipality in which the chronically poor performing LHA is located. The powers and duties of the CAFO shall include but not be limited to the following:

- (i) coordinating, administering and supervising financial services and activities;
- (ii) implementing and maintaining uniform systems, controls and procedures for financial activities;

(iii) reviewing proposed contracts and obligations;

(iv) reviewing the spending plan for each LHA department; and

(v) evaluating the LHA's current Annual Plan and implementing a written plan to meet EOHLC's assessment standards, including, but not limited to, the possibility of the chronically poor performing LHA merging with another LHA.

Annually, but not later than March 30, the CAFO shall submit a 4-year financial plan and a 5-year capital plan to EOHLC that includes all capital needs of the LHA. If EOHLC finds clear and convincing evidence of a demonstrable threat to tenant safety attributable to the conduct of the executive director or financial misconduct or criminal activity by the executive director, EOHLC may terminate the employment of the executive director in accordance with the executive director's employment agreement with the LHA as approved by EOHLC.

The CAFO is responsible for all executive and strategy duties typically performed by an Executive Director, Management Agent, and the Board. The CAFO will have broad authority including the authority to create policy for Board review, prepare budgets and financial reporting for funders, and execute procurement in accordance with the applicable state law. An Executive Director and executive staff may retain employment, but without authority unless delegated by CAFO. Existing staff will be supervised directly and indirectly by CAFO or by the CAFO's designee. It is at the CAFO's assessment and discretion to determine if LHA staff need additional training and support to perform assigned functions or if LHA departments are operating successfully. CAFO will ensure that there is coverage for emergency functions. CAFO will report no less than monthly on its activities to the Board and to EOHLC.

CAFO appointments and powers will vary based on LHA size and specific needs at the LHA. Therefore, EOHLC is seeking a diverse pool of qualified persons and entities, including individual professionals and multifaceted teams. The CAFO may consist of a team of professionals which collectively possess the diverse knowledge base and skill set to support and rebuild the "chronically poor performing" LHA. However, the scope of some services may be more focused and may not require a team, so individuals with relevant experience are encouraged to apply. Non-profit agencies, public agencies, such as LHAs, and for-profit consultants are encouraged to apply. CAFO will utilize a performance-based monitoring approach across critical functionality areas, including but not limited to: (1) organization, management, and personnel; (2) facilities management; (3) finance and budget; (4) marketing, leasing, and management; (5) information technology; (6) community relations and involvement; and (7) other critical functionality areas as determined by EOHLC.

Key functions that the qualified entity will need to provide or arrange services for are:

ASSESSMENT:

- Reviews all LHA Performance Management Reports and Agreed Upon Procedures for the past 3 years, in addition to performance reports used by other funders to evaluate the LHA's performance.
- Reviews and evaluates 1) the LHA's overall budget, including all federal, state, or other funding sources, and 2) the spending plan for each LHA department.
- Reviews and provides recommendations to EOHLC regarding all existing and proposed contracts and obligations of the LHA.
- Consults with Local Tenant Organizations and tenants to understand their experience working with and receiving services from the LHA.
- Creates a written plan to meet EOHLC's assessment standards, which may consider options, including, but not limited to, merging with another LHA or regional housing authority.

PERFORMANCE MANAGEMENT:

- Overall responsibility for LHA's data-driven management "turn-around" strategy. Coordinates the creation and improvement of data management systems and tools in order to make the LHA more efficient and effective.
- Directs internal operations within budgetary constraints to effectively meet the LHA's mission, focusing on performance-based oversight and management, ensuring that staff are well-supported with the tools, information, and support needed to effectively administer the subsidized programs the LHA offers.
- Works with existing staff to institute clear operational protocols and advises on the deployment of human resources.
- Directly organizes and supports other staff in coordinating appropriate in-person or online training on various topics, as needed.

REFORM IMPLEMENTATION:

- Works closely with EOHLC and LHA staff in the identification and implementation of all new, or modified procedures to ensure outcomes are consistent with the LHA's mission and in compliance with statutory requirements, regulatory requirements, and EOHLC guidance and directives.
- Implement new policies and procedures to effectively address matters that contributed to the "chronically poor performing" designation that: are absorbable within existing operations; enable effective oversight and technical assistance; and are responsive to tenant/resident needs.
- Makes staffing or staffing reorganization recommendations for the Board's consideration.
- Assure maximum utilization of all income sources available to the LHA annual budget and address stakeholder issues.
- Supports organizational teamwork to (1) improve LHA operations in areas where they have shown to be "chronically poor performing"; (2) oversee continued operations in areas that have been running effectively; and (3) make policy and procedure recommendations for further program improvements based on data, research, and best practices from other jurisdictions.
- Coordinating, administering and supervising financial services and activities.
- Implementing and maintaining uniform systems, controls and procedures for financial activities, including implementing a staff evaluation program if none is present.
- Submit a 4-year financial plan and a 5-year capital plan to EOHLC that includes all capital needs of the LHA.

COMMUNICATIONS AND EXTERNAL STAKEHOLDER MANAGEMENT:

- Organizes and attends monthly Board meetings and informs the Board of the LHA's financial status and operational adjustments made to improve LHA performance.
- Drafts appropriate outward facing communication, such as website content, marketing materials, press releases, and responses to constituent issues, press inquiries, and public records requests.
- Represents the LHA at meetings, events and conferences and working groups sponsored by EOHLC, industry and advocacy groups, etc.

SUPERVISION:

- Reports to the Director of the Division of Public Housing or their designee.
- Directly or indirectly supervises staff who report to the Executive Director or Management Agent, unless prohibited by a collective bargaining agreement in effect at the LHA where the CAFO is engaged.

Performance Measures:

Executive Office of Housing and Livable Communities (EOHLC):

- Appoint entity designated as CAFO for the LHA under CAFO.
- Define the customized scope of work for the CAFO.
- Engage with the CAFO and Board.
- Review and accept the materials prepared by the CAFO, including but not limited to the comprehensive analysis 4-year financial plan, and 5-year capital plan.
- Provide a person to serve as a central point of contact to coordinate communication among EOHLC, CAFO, and LHA.
- Provide technical assistance and regulatory guidance to CAFO and the LHA under CAFO.
- Monitor ongoing progress towards improved operations at the LHA.
- Review performance of the CAFO as necessary.

Chief Administrative & Financial Officer (CAFO)

- Perform a comprehensive analysis of the operational and physical conditions of the LHA, as informed by the prior 3 years of Performance Management Reviews (PMRs), Agreed Upon Procedures (AUPs), LHA budgets, inspection reports, and other relevant materials. Provide recommendations to EOHLC of actions to mitigate problems and move the LHA toward satisfactory performance.
- Complete a 4-year financial plan, as outlined by EOHLC.
- Complete a 5-year capital plan to EOHLC that includes all capital needs of the LHA, as outlined by EOHLC.
- Assume overall administrative responsibility for the LHA and provide recommendations to EOHLC which responsibilities, if any, should remain with the Executive Director and the executive team.
- Direct the Executive Director and staff to perform day-to-day operations of the LHA.
- Inform the Board of LHA conditions and ongoing progress to improve performance at the LHA.
- Maintain consistent, effective communication with EOHLC about conditions at the LHA. This includes relaying concerns raised by tenants, especially through any Local Tenant Organization(s).
- Remain responsive to EOHLC concerns and requests related to LHA performance.

Local Housing Authority (LHA) - Board + staff

- Participate in the assessment and improvement process outlined by the CAFO and EOHLC.
- Receive information and direction from the CAFO for operational activities.
- Report to CAFO unless the CAFO recommends, and EOHLC agrees, that the staff retains specific responsibilities.
- Carry out the recommendations set forth under the CAFO process by CAFO and EOHLC.

9. Small Business Purchasing Program

Program Background

The Massachusetts [Small Business Purchasing Program](#) (SBPP) was established pursuant to [Executive Order 599](#) to increase state contracting opportunities with small businesses having their principal place of business within the Commonwealth of Massachusetts. Pursuant to the SBPP, it is the intention of the issuing department to award this Small Procurement to one or more SBPP participating business(es) as described below.

SBPP Award Preference

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While all businesses, no matter the size or principal place of business, may submit responses to this solicitation, should an SBPP participant respond **and meet the best value criteria as described in this solicitation**, the SBPP participant shall be awarded the contract. The Strategic Sourcing Services Team (SSST) will not evaluate submissions from non-SBPP participants unless no SBPP Bidder meets the SSST's best value evaluation criteria.

SBPP Participation Eligibility

To be eligible to participate in this procurement as an SBPP participant, an entity must meet the following criteria, and be marked as an SBPP-registered business in [COMMBUYS](#):

1. Have its principal place of business in the Commonwealth of Massachusetts;
2. Been in business for at least one year;
3. Employ a combined total of 50 or fewer full-time equivalent employees in all locations, or employees work less than a combined total of 26,000 hours per quarter; and
4. Have gross revenues, as reported on appropriate tax forms, of \$15 million or less, based on a three-year average.

Non-profit firms also must be registered as a non-profit or charitable organization with the MA Attorney General's Office and be up to date with all filings required by that office and be tax exempt under Section 501(c) of the Internal Revenue Code.

SBPP Compliance Requirements

It is the responsibility of the Bidder to ensure that their SBPP status is current at the time of submitting a response and throughout the life of any resulting contract. Misrepresentation of SBPP status will result in disqualification from consideration, and may result in debarment, contract termination, and other actions. To learn more about the SBPP, including how to apply, visit the [SBPP Webpage](#).

Program Resources and Assistance

Bidders and Contractors seeking assistance regarding SBPP may visit the SBPP webpage, <http://www.mass.gov/sbpp>, or contact the SBPP Help Desk at sbpp@mass.gov.

10. Environmentally Preferable Products

Products and services purchased by state agencies must be in compliance with [Executive Order 515](#), issued October 27, 2009. Under this Executive Order, Executive Departments are required to reduce their impact on the environment and enhance public health by procuring environmentally preferable products and services (EPPs) whenever such products and services perform to satisfactory standards and represent best value, consistent with 801 CMR 21.00. In line with this directive, all Contracts, whether departmental or statewide, must comply with the specifications and guidelines established by OSD and the EPP Program. EPPs are products and services that help to conserve natural resources, reduce waste, protect public health and the environment, and promote the use of clean technologies, recycled materials, and less toxic products. Bid responses must identify how a contractor meets these goals.

11. Evaluation Criteria

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Bidders must submit responses that meet all the submission requirements of the RFR. Only responsive proposals that meet the submission requirements will be evaluated, scored, and ranked by the evaluation team according to the evaluation criteria. Additional information may be requested for evaluation purposes.

Bidders' responses/bids made in response to this RFR shall remain in effect for at least 120 days from the date of bid submission. All applications will be reviewed by a committee of senior staff in EOHLC's Division of Public Housing. The committee will evaluate and score applications based on the following criteria:

- Qualifications;
- Expertise;
- References; and
- Capacity.

EOHLC reserves the right to consider additional information in its review, including any previous experience the Bidder has had with LHAs, EOHLC, or any other State agency.

EOHLC will pre-qualify eligible qualified entities to perform the role of CAFO for LHAs. A list of qualified entities will be posted for public reference. When CAFO services are needed, pre-qualified entities will be contacted by EOHLC for continued eligibility, availability and review of the individualized CAFO scope. The pre-qualified entity will execute a contract with an EOHLC payment vendor.

Review rights notwithstanding the foregoing, responses to this RFR may be reviewed and evaluated by any person(s) at the discretion of EOHLC, including non-allied and independent consultants retained by EOHLC for the sole purpose of evaluating and analyzing responses.

EOHLC understands that it is asking for a broad range of skills provided by an individual or team. We do not know ahead of time what each CAFO engagement will entail, so we are hoping to build an inclusive and multi-talented pool of qualified entities to be able to respond effectively to the varied needs of "chronically poor performing" LHAs under CAFO. If much of the below Qualifications section describes you or your team, we encourage you to apply.

Qualifications

Education/ Training	• Certifications in project management, administration of subsidized housing programs, and/or executive management are desired. Certifications can include, but are not limited to: Certification as a Massachusetts Public Housing Administrator (MPHA), Federal Public Housing Manager (PHM), and Section 8 HCV Executive Manager.
Experience, individually or across multiple individuals in an organization	• Must have at least ten (10) years of full-time or, equivalent part-time, professional, administrative, supervisory, or managerial experience in business administration, business management, public administration, public management, clinical administration or clinical management of which at least three (3) years must have been in a project management, supervisory or managerial capacity. • Must have extensive knowledge of public housing and other subsidized housing programs or other equivalent public benefits programs. The administration of such programs and an understanding of the financing and operational aspects of public or affordable housing is strongly preferred. Understanding of property maintenance operations and capital planning and management are desired. • Need advanced proficiency using Microsoft Word, Excel, and PowerPoint. Experience with industry-specific software, such as TenMast, PHAweb, or the like, and data visualization and database applications is strongly preferred. • Possess excellent writing and verbal communication skills.

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	• Possess excellent organizational, management, supervisory, interpersonal, public speaking, and writing skills. • Demonstrate an ability to use data to guide programs and operations, as well as the ability to establish priorities and manage to a plan. • Demonstrate skills in problem analysis and conflict resolution. • Must possess the ability to understand and interpret complex financial and legal requirements and regulations. • Have knowledge of project management principles. Project Management certifications preferred. • Possess a demonstrated ability to quickly “ramp up” on new subject areas and develop working relationships with new people. • Have knowledge of management principles and practices, including planning, organizing, directing, staffing, controlling and budgeting.
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In addition to the Qualifications outlined above, any entity pre-qualified through this RFR must agree to provide proof of adequate insurance which will be defined at the time of the CAFO engagement, as complexity of engagement may dictate different insurance needs, and be free from any conflicts of interest with EOHLC, LHAs, or otherwise. Additionally, any qualified entity pre-qualified through this process must have:

- A record of responsible work;
- Not been suspended or debarred from performing government audits or other work; and
- Not been the object of any disciplinary action during the previous three (3) years.

12. Instructions for Submission of Responses:

Only electronic quotes submitted via COMMBUYS will be accepted in response to this RFR. Responses must be sent via the “Create Quote” functionality in COMMBUYS. For instructions concerning how to submit a Quote, please see Appendix B.

Any submission that fails to meet the submission requirements of the RFR will be found non-responsive without further evaluation unless the evaluation team, at its discretion, determines that the non-compliance is insubstantial and may be corrected. In these cases, the evaluation team may allow the vendor to make minor corrections to the submission.

After receipt of materials, EOHLC may schedule an evaluation meeting to further understand the Bidder’s qualifications. Prequalification of a CAFO is on the basis of administrative and executive qualifications and shall be a person or entity with the appropriate education, training and experience to perform the duties of the CAFO, as assessed by responses in Criteria 2 and 5. The CAFO shall not be required to be a resident of the Commonwealth or of the same municipality in which the LHA to be administered is located.

All applications must be received by 5:00pm on October 20, 2025 in order to be considered. Late responses will not be considered.

Criteria 1: Cover Letter

All applications must be accompanied by a cover letter introducing the Bidder. The cover letter must include the following information:

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- Bidder's legal name, complete address, telephone number, web address, and, if applicable, fax number.
- A point of contact person for the Bidder, including name, phone number, and email address.
- An indication of which area(s) of the Commonwealth the Bidder intends to serve. The areas are:
 - Statewide
 - Western Massachusetts
 - Central Massachusetts
 - Cape Cod and the Islands
 - Greater Boston
 - North of Boston
 - South of Boston

Criteria 2: Experience and Qualifications Narrative

All applications must be accompanied by a narrative explaining the Bidder's relevant experience and qualifications. The narrative must not exceed eight (8) double spaced pages in size 12 Times New Roman font. The narrative must include the following information:

- A description of the Bidder, including the Bidder's focus area, experience, and capacity. This should include information on when the Bidder was established and how many full-time equivalent employees the Bidder has. If the Bidder plans to draw in other skills ad hoc, the Bidder should describe its experience coordinating professional services and project management.
- A description of the Bidder's current presence in Massachusetts.
- A description of the Bidder's depth of experience in related fields, such as professional, administrative, supervisory, or managerial experience in business administration, business management, public administration, public management, clinical administration or clinical management. This should include how long the Bidder has offered executive and/or consulting services, what related services are also offered, a description of the Bidder's experience in working with state government agencies, and a description of the Bidder's experience in working with LHAs.
- A description of the Bidder's methodology in approaching a poor performing organization.
- A description of the Bidder's experience in preparing and writing a 4-year financial plan or comparable long-term financial plan. If applicable, a list of up to three (3) financial plans prepared for public or quasi-public agencies in the previous five (5) years.
- A description of the Bidder's experience in preparing and writing a 5-year capital plan that includes all capital needs of an organization maintaining physical residential assets. If applicable, a list of up to three (3) capital plans prepared for an organization maintaining physical residential assets in the previous five (5) years.
- An affirmation that the Bidder will be able to use EOHL's web applications to prepare and submit the required reports.
- A description of any known or potential conflicts of interest that would prohibit the Bidder from contracting with EOHL or LHAs, in accordance with the Massachusetts Conflict of Interest Law, M.G.L. c. 268A.
- A list of any LHAs or non-profit organizations the Bidder has worked with in the previous five (5) years, including a brief description of the nature of the work performed.

Criteria 3: Fee Proposal

The Compensation portion of Section 7 of this RFR limits the cost qualified entities may receive for performing the work of CAFO. Bidders must submit their guaranteed hourly billing rates for each staff member who will work on

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the CAFO, to include the individual's name, title, role, years of experience, and hourly rate. Note that this rate must be guaranteed for the initial 3-year term of any Contract. Rate increases may be proposed for the two one-year renewal periods, but they must be set forth clearly in the proposal.

Criteria 4: Resumes, References, and License

All applications should include a copy of the Bidder's and key personnel's current professional licenses with the Commonwealth, including those which relate to the administration of real estate, property inspection, construction supervision, building trades, law and accounting. The following professional certifications should also be identified, and proof of certification should be provided: Massachusetts Public Housing Administrator (MPHA), Federal Public Housing Manager (PHM), and Section 8 HCV Executive Manager, or equivalent certifications. It should also include copies of other certifications and licenses the Bidder wants EOHLC to consider for experience and knowledge. Resumes of up to six (6) staff members or subcontractors who would be assigned to the CAFO.

Applications must also include at least (3) references from current or past clients (within the previous five (5) years) for similar projects.

Criteria 5: Experience and Qualifications Evaluative Meeting

All Bidders will be requested to attend an evaluative meeting post-submission of written materials to review the submitted qualifications and respond to a standard set of questions to assess if the Bidder's abilities match the CAFO requirements, explore how the Bidder has handled situations in the past, and assess technical knowledge. The evaluative meeting can be attended by no more than six (6) team members of the Bidder or subcontractors who would be assigned to the CAFO. Bidder must attend an evaluative meeting to be considered for pre-qualification.

13. Estimated Procurement Calendar

All times in this RFR are prevailing Eastern Time. Responses must be received no later than the response due date and time indicated below, or they will not be evaluated.

TABLE 1

PROCUREMENT STEP	ESTIMATED DUE DATES	TIME
COMMBUYS posting	9/19/2025	
Bidder questions due (all questions must be submitted through COMMBUYS)	10/3/2025	
EOHLC responses posted to COMMBUYS	10/10/2025	
Bidder RFR responses due	10/20/2025	5:00 PM
Evaluative Meetings to be scheduled with Bidders	10/20/2025 – 12/2/2025	
Notice of apparent successful Bidder(s) posted	12/22/2025	

The dates in "Table 1" may change and are not binding on EOHLC. Any change in the date and time of the submission deadline indicated in "Table 1" will be posted on COMMBUYS. Bidders are responsible for actively monitoring COMMBUYS for any and all updates to this RFR. If there is a conflict between the dates in this calendar and dates on COMMBUYS, the dates on COMMBUYS shall prevail. Any changes in this calendar that are made after the RFR has been published will not result in amendments to the RFR. Such changes will appear only on COMMBUYS. Bidders are solely responsible for checking COMMBUYS for calendar updates.

a. Online Questions (Bid Q&A)

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Written Questions must be entered using the “Bid Q&A” tab for the Bid in COMMBUYS no later than the “Online Questions Due” date and time indicated in the Estimated Procurement Calendar (above). EOHLC reserves the right to not respond to questions submitted after this date. It is the Bidder’s responsibility to verify receipt of questions.

It is the responsibility of the prospective Bidder and awarded Contractor to maintain an active registration in COMMBUYS and to keep current the email address of the Bidder’s contact person and prospective contract manager, if awarded a contract, and to monitor that email inbox for communications from the Purchasing Department, including requests for clarification. The Purchasing Department and the Commonwealth assume no responsibility if a prospective Bidder’s/awarded Contractor’s designated email address is not current, or if technical problems, including those with the prospective Bidder’s/awarded Contractor’s computer, network, or internet service provider (ISP) cause email communications sent to/from the prospective Bidder/Awarded contractor and the Purchasing Department to be lost or rejected by any means including email or spam filtering.

Written Responses to Questions will be released on or about the “EOHLC responses posted to COMMBUYS” date indicated in Table 1 (above).

b. Responses Deadline

See the Bidder RFR responses due Date and Time indicated in Table 1 (above).

d. Estimated Contract Start Date

January 1, 2026 is the approximate start date. EOHLC may establish an alternative start date and/or Contract timeline as needed. The actual start date will be the Contract Effective Date which is the date the Contract is executed by the parties.

14. Additional Terms

By submitting their application, the Bidder agrees to the terms of this RFR. In addition, by submitting their response, the Bidder affirms that there are no pending debarment or litigation issues involving the Bidder or the services provided in the application that may impair or interfere with the LHAs' or EOHLC's right to use the services.

All materials submitted to EOHLC during this RFR process become the property of EOHLC upon their receipt and will not be returned. Except as provided in the Massachusetts Public Records Law, all materials submitted to EOHLC may be subject to release as public records. In no event shall EOHLC, the LHA, or any of their agents, representatives, consultants, directors, officers, or employees be liable to a Bidder for the disclosure of all or a portion of a response or related information submitted during this RFR.

Content submitted or entered in response to this RFR must be suitable for public viewing. Bidders must not include inappropriate content, including but not limited to, information that could be considered personal, security sensitive, inflammatory, incorrect, or collusive. EOHLC reserves the right to edit or delete any inappropriate content.

Only electronic quotes submitted via COMMBUYS will be accepted in response to this RFR. For instructions concerning how to submit a response, please see Appendix A to this RFR.

Bidders may not alter (manually or electronically) the RFR language, or any RFR component files, except as may be directed in the RFR. Modifications to the body of the RFR, specifications, terms, and conditions, or which change the intent of this RFR are prohibited and will be disregarded.

Bidders with disabilities or hardships that seek reasonable accommodation, which may include the receipt of RFR information in an alternative format, must communicate such requests in writing to Christine.DeVore@mass.gov. Requests for accommodation will be addressed on a case-by-case basis. EOHLC reserves the right to reject unreasonable requests.

EOHLC reserves the right to require any Bidder to take any action or supply any information necessary to remove any real or perceived conflict of interest. EOHLC may disqualify any Bidder or reject any proposal on the grounds that there is a conflict of interest and may terminate any contract arising out of this RFR if, in the opinion of EOHLC, the relationship would create or have the potential to create a real or perceived conflict of interest that cannot be resolved to the satisfaction of EOHLC.

The selected Bidder(s) must provide all contractual services in a non-discriminatory manner, and in conformance with applicable state and federal regulations, and with any administrative guidance, policies, and other requirements provided by EOHLC.

For the avoidance of doubt, selected Bidder(s) shall have no rights in or to EOHLC program participant files and data other than the limited, non-exclusive, and non-transferable right to use such files and data solely as required for the selected Bidder(s) to meet their obligations under contract with LHAs.

All products and services provided to the Commonwealth must comply with all applicable policies adopted by EOHLC, which shall be made available to Bidders prior to contract execution. At a minimum, all goods and services provided to the Commonwealth must comply with M.G.L. c. 66A (<https://malegislature.gov/laws/generallaws/parti/titlex/chapter66a>), M.G.L. c. 93H (<https://malegislature.gov/laws/generallaws/parti/titlexv/chapter93h>), and the Enterprise Information Security Standards and Policies (<https://www.mass.gov/handbook/enterprise-information-security-policies-and-standards>).

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As requested by EOHL, Bidders shall provide information that demonstrates that their security practices meet the requirements detailed in these policies.

15. Required Forms

Conditional forms may be required as part of the final contract package.

16. RFR Attachments

Appendix A: Required Specifications

<https://www.mass.gov/doc/rfr-required-specifications-of-commodities-and-services>

Appendix B: Electronic Quote Submission Instructions

<https://www.mass.gov/doc/instructions-for-vendors-responding-to-bids>

Appendix C: Local Housing Authorities in Massachusetts

Barnstable County	
BARNSTABLE HOUSING AUTHORITY	HARWICH HOUSING AUTHORITY
BOURNE HOUSING AUTHORITY	MASHPEE HOUSING AUTHORITY
BREWSTER HOUSING AUTHORITY	ORLEANS HOUSING AUTHORITY
CHATHAM HOUSING AUTHORITY	PROVINCETOWN HOUSING AUTHORITY
DENNIS HOUSING AUTHORITY	SANDWICH HOUSING AUTHORITY
FALMOUTH HOUSING AUTHORITY	YARMOUTH HOUSING AUTHORITY

Berkshire County	
ADAMS HOUSING AUTHORITY	LENOX HOUSING AUTHORITY
BERKSHIRE COUNTY REGIONAL HOUSING AUTHORITY	NORTH ADAMS HOUSING AUTHORITY
DALTON HOUSING AUTHORITY	PITTSFIELD HOUSING AUTHORITY
GREAT BARRINGTON HOUSING AUTHORITY	STOCKBRIDGE HOUSING AUTHORITY
LEE HOUSING AUTHORITY	WILLIAMSTOWN HOUSING AUTHORITY

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Bristol County	
ACUSHNET HOUSING AUTHORITY	NEW BEDFORD HOUSING AUTHORITY
ATTLEBORO HOUSING AUTHORITY	NORTH ATTLEBOROUGH HOUSING AUTHORITY
DARTMOUTH HOUSING AUTHORITY	RAYNHAM HOUSING AUTHORITY
DIGHTON HOUSING AUTHORITY	REHOBOTH HOUSING AUTHORITY
DUKES COUNTY REGIONAL HOUSING AUTHORITY	SEEKONK HOUSING AUTHORITY
EASTON HOUSING AUTHORITY	SOMERSET HOUSING AUTHORITY
FAIRHAVEN HOUSING AUTHORITY	SWANSEA HOUSING AUTHORITY
FALL RIVER HOUSING AUTHORITY	TAUNTON HOUSING AUTHORITY
MANSFIELD HOUSING AUTHORITY	WESTPORT HOUSING AUTHORITY

Essex County	
AMESBURY HOUSING AUTHORITY	MERRIMAC HOUSING AUTHORITY
ANDOVER HOUSING AUTHORITY	METHUEN HOUSING AUTHORITY
BEVERLY HOUSING AUTHORITY	NAHANT HOUSING AUTHORITY
DANVERS HOUSING AUTHORITY	NEWBURYPORT HOUSING AUTHORITY
ESSEX HOUSING AUTHORITY	NORTH ANDOVER HOUSING AUTHORITY
GEORGETOWN HOUSING AUTHORITY	PEABODY HOUSING AUTHORITY
GLOUCESTER HOUSING AUTHORITY	ROCKPORT HOUSING AUTHORITY
GROVELAND HOUSING AUTHORITY	ROWLEY HOUSING AUTHORITY
HAMILTON HOUSING AUTHORITY	SALEM HOUSING AUTHORITY
HAVERHILL HOUSING AUTHORITY	SALISBURY HOUSING AUTHORITY

COMMBUYS Bid# BD-26-1076-OCDDDE-PH005-119503

IPSWICH HOUSING AUTHORITY	SAUGUS HOUSING AUTHORITY
LAWRENCE HOUSING AUTHORITY	SWAMPSCOTT HOUSING AUTHORITY
LYNN HOUSING AUTHORITY	TOPSFIELD HOUSING AUTHORITY
LYNNFIELD HOUSING AUTHORITY	WENHAM HOUSING AUTHORITY
MANCHESTER HOUSING AUTHORITY	WEST NEWBURY HOUSING AUTHORITY
MARBLEHEAD HOUSING AUTHORITY	

Franklin County	
GREENFIELD HOUSING AUTHORITY	
MONTAGUE HOUSING AUTHORITY	

Hampden County	
AGAWAM HOUSING AUTHORITY	MONSON HOUSING AUTHORITY
CHICOPEE HOUSING AUTHORITY	PALMER HOUSING AUTHORITY
EAST LONGMEADOW HOUSING AUTHORITY	SOUTHWICK HOUSING AUTHORITY
HAMPDEN HOUSING AUTHORITY	SPRINGFIELD HOUSING AUTHORITY
HOLYOKE HOUSING AUTHORITY	WEST SPRINGFIELD HOUSING AUTHORITY
LONGMEADOW HOUSING AUTHORITY	WESTFIELD HOUSING AUTHORITY
LUDLOW HOUSING AUTHORITY	WILBRAHAM HOUSING AUTHORITY

Hampshire County	
AMHERST HOUSING AUTHORITY	HAMPSHIRE COUNTY REGIONAL HOUSING AUTHORITY
BELCHERTOWN HOUSING AUTHORITY	HATFIELD HOUSING AUTHORITY

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EASTHAMPTON HOUSING AUTHORITY	NORTHAMPTON HOUSING AUTHORITY
GRANBY HOUSING AUTHORITY	SOUTH HADLEY HOUSING AUTHORITY
HADLEY HOUSING AUTHORITY	SOUTHAMPTON HOUSING AUTHORITY

Middlesex County	
ACTON HOUSING AUTHORITY	MAYNARD HOUSING AUTHORITY
ARLINGTON HOUSING AUTHORITY	MEDFORD HOUSING AUTHORITY
ASHLAND HOUSING AUTHORITY	MELROSE HOUSING AUTHORITY
AYER HOUSING AUTHORITY	MIDDLETON HOUSING AUTHORITY
BEDFORD HOUSING AUTHORITY	NATICK HOUSING AUTHORITY
BELMONT HOUSING AUTHORITY	NEWTON HOUSING AUTHORITY
BILLERICA HOUSING AUTHORITY	NORTH READING HOUSING AUTHORITY
BURLINGTON HOUSING AUTHORITY	PEPPERELL HOUSING AUTHORITY
	READING HOUSING AUTHORITY
CARLISLE HOUSING AUTHORITY	SOMERVILLE HOUSING AUTHORITY
CHELMSFORD HOUSING AUTHORITY	STONEHAM HOUSING AUTHORITY
CONCORD HOUSING AUTHORITY	STOW HOUSING AUTHORITY
DRACUT HOUSING AUTHORITY	SUDBURY HOUSING AUTHORITY
EVERETT HOUSING AUTHORITY	TEWKSBURY HOUSING AUTHORITY
FRAMINGHAM HOUSING AUTHORITY	TYNGSBOROUGH HOUSING AUTHORITY
GROTON HOUSING AUTHORITY	WAKEFIELD HOUSING AUTHORITY
HOLLISTON HOUSING AUTHORITY	WALTHAM HOUSING AUTHORITY
HOPKINTON HOUSING AUTHORITY	WATERTOWN HOUSING AUTHORITY

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HUDSON HOUSING AUTHORITY	WAYLAND HOUSING AUTHORITY
LEXINGTON HOUSING AUTHORITY	WESTFORD HOUSING AUTHORITY
LITTLETON HOUSING AUTHORITY	WILMINGTON HOUSING AUTHORITY
LOWELL HOUSING AUTHORITY	WINCHESTER HOUSING AUTHORITY
MALDEN HOUSING AUTHORITY	WOBBURN HOUSING AUTHORITY
MARLBOROUGH CDA HOUSING DIVISION	

Nantucket County
NANTUCKET HOUSING AUTHORITY

Norfolk County	
AVON HOUSING AUTHORITY	MILLIS HOUSING AUTHORITY
BELLINGHAM HOUSING AUTHORITY	MILTON HOUSING AUTHORITY
BRAINTREE HOUSING AUTHORITY	NEEDHAM HOUSING AUTHORITY
BROOKLINE HOUSING AUTHORITY	NORFOLK HOUSING AUTHORITY
CANTON HOUSING AUTHORITY	NORTON HOUSING AUTHORITY
COHASSET HOUSING AUTHORITY	NORWOOD HOUSING AUTHORITY
DEDHAM HOUSING AUTHORITY	PLAINVILLE HOUSING AUTHORITY
FOXBOROUGH HOUSING AUTHORITY	QUINCY HOUSING AUTHORITY
FRANKLIN COUNTY REGIONAL HOUSING AUTHORITY	RANDOLPH HOUSING AUTHORITY
FRANKLIN HOUSING AUTHORITY	SHARON HOUSING AUTHORITY
HINGHAM HOUSING AUTHORITY	STOUGHTON HOUSING AUTHORITY
HOLBROOK HOUSING AUTHORITY	WALPOLE HOUSING AUTHORITY

COMMBUYS Bid# BD-26-1076-OCDDDE-PH005-119503

HULL HOUSING AUTHORITY	WELLESLEY HOUSING AUTHORITY
MEDFIELD HOUSING AUTHORITY	WEYMOUTH HOUSING AUTHORITY
MEDWAY HOUSING AUTHORITY	WRENTHAM HOUSING AUTHORITY

Plymouth County	
ABINGTON HOUSING AUTHORITY	MATTAPOISETT HOUSING AUTHORITY
BRIDGEWATER HOUSING AUTHORITY	MIDDLEBOROUGH HOUSING AUTHORITY
BROCKTON HOUSING AUTHORITY	NORWELL HOUSING AUTHORITY
CARVER HOUSING AUTHORITY	PEMBROKE HOUSING AUTHORITY
DUXBURY HOUSING AUTHORITY	PLYMOUTH HOUSING AUTHORITY
EAST BRIDGEWATER HOUSING AUTHORITY	ROCKLAND HOUSING AUTHORITY
HALIFAX HOUSING AUTHORITY	SCITUATE HOUSING AUTHORITY
HANOVER HOUSING AUTHORITY	WAREHAM HOUSING AUTHORITY
HANSON HOUSING AUTHORITY	WEST BRIDGEWATER HOUSING AUTHORITY
KINGSTON HOUSING AUTHORITY	WHITMAN HOUSING AUTHORITY
MARSHFIELD HOUSING AUTHORITY	

Suffolk County	
BOSTON HOUSING AUTHORITY	REVERE HOUSING AUTHORITY
CHELSEA HOUSING AUTHORITY	WINTHROP HOUSING AUTHORITY

Worcester County	
ATHOL HOUSING AUTHORITY	MILFORD HOUSING AUTHORITY
AUBURN HOUSING AUTHORITY	MILLBURY HOUSING AUTHORITY

COMMBUYS Bid# BD-26-1076-OCDDDE-PH005-119503

BARRE HOUSING AUTHORITY	NORTH BROOKFIELD HOUSING AUTHORITY
BLACKSTONE HOUSING AUTHORITY	NORTHBOROUGH HOUSING AUTHORITY
BRIMFIELD HOUSING AUTHORITY	NORTHBRIDGE HOUSING AUTHORITY
BROOKFIELD HOUSING AUTHORITY	ORANGE HOUSING AUTHORITY
CHARLTON HOUSING AUTHORITY	OXFORD HOUSING AUTHORITY
CLINTON HOUSING AUTHORITY	SHREWSBURY HOUSING AUTHORITY
DOUGLAS HOUSING AUTHORITY	SOUTHBOROUGH HOUSING AUTHORITY
DUDLEY HOUSING AUTHORITY	SOUTHBRIDGE HOUSING AUTHORITY
FITCHBURG HOUSING AUTHORITY	SPENCER HOUSING AUTHORITY
GARDNER HOUSING AUTHORITY	STERLING HOUSING AUTHORITY
GRAFTON HOUSING AUTHORITY	SUTTON HOUSING AUTHORITY
HARVARD HOUSING AUTHORITY	TEMPLETON HOUSING AUTHORITY
HOLDEN HOUSING AUTHORITY	UPTON HOUSING AUTHORITY
HOPEDALE HOUSING AUTHORITY	UXBRIDGE HOUSING AUTHORITY
LANCASTER HOUSING AUTHORITY	WARE HOUSING AUTHORITY
LEICESTER HOUSING AUTHORITY	WARREN HOUSING AUTHORITY
LEOMINSTER HOUSING AUTHORITY	WEBSTER HOUSING AUTHORITY
LUNENBURG HOUSING AUTHORITY	WEST BOYLSTON HOUSING AUTHORITY
MENDON HOUSING AUTHORITY	WEST BROOKFIELD HOUSING AUTHORITY
MILFORD HOUSING AUTHORITY	WESTBOROUGH HOUSING AUTHORITY
MILLBURY HOUSING AUTHORITY	WESTMINSTER HOUSING AUTHORITY
NORTH BROOKFIELD HOUSING AUTHORITY	WINCHENDON HOUSING AUTHORITY
NORTHBOROUGH HOUSING AUTHORITY	WORCESTER HOUSING AUTHORITY

