



Commonwealth of Massachusetts
**EXECUTIVE OFFICE OF HOUSING &
LIVABLE COMMUNITIES**

Maura T. Healey, Governor ♦ Kimberley Driscoll, Lieutenant Governor ♦ Edward M. Augustus Jr., Secretary

Public Housing Notice 2025-12

To: Local Housing Authority Executive Directors
From: Fatima Razzaq, Acting Director, Division of Public Housing
Subject: Seeking Pre-Qualified Candidates to Serve as Chief Administrative and Financial Officer (CAFO)
Date: September 26, 2025

The purpose of this Public Housing Notice (PHN) and the attached Request for Responses (RFR) is to generate a list of pre-approved individuals and/or entities to serve as Chief Administrative and Financial Officer (CAFO) for Local Housing Authorities (LHAs) designed as “chronically poor performing” under M.G.L. c. 121B, § 26B

Need To Know:

- Chief Administrative and Financial Officer (CAFO) is responsible for administration of chronically underperforming LHAs
- The attached RFR will be used to generate a list of pre-qualified candidates to serve as CAFO
- Individual consultants, LHAs, non-profits, and for-profit entities are encouraged to apply if qualified
- The RFR is attached to this PHN and posted on COMMBUYS [here](#)

OVERVIEW

EOHLC seeks qualified individuals (e.g., accountants, retired Executive Directors), Local Housing Authorities (LHAs), non-profits, and/or for-profit companies to serve as Chief Administrative and Financial Officer (CAFO) on an as-needed basis. The purpose of the CAFO program is to improve performance of LHAs that have been designated “chronically underperforming,” meaning the Authority needs additional guidance and oversight. A CAFO is responsible for the overall administration of the chronically poor performing LHA or specific functions as designated by EOHLC. CAFO engagements are limited to a maximum of three years.

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.

EOHLC will use the **attached RFR to generate a list of pre-qualified individuals and/or entities** to be designated as CAFO when the need for a CAFO is triggered. EOHLC seeks to pre-qualify no more than ten entities.

RESPONSIBILITIES OF THE CAFO

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.

COMPENSATION

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.

Note that applicants must submit their guaranteed hourly billing rates, as indicated in the RFR. 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 the RFR response. In addition to the negotiated rate, EOHLC will include reimbursable expenses, consistent with prevailing Commonwealth rules governing reimbursement for State employees.

If interested, please respond to the attached RFR on [COMMBUYS](#).

Bid Number: BD-26-1076-OCDDE-OCD01-121116

Alternate Document ID: EOHLC2026-18

For questions about this RFR, please direct inquiries to Jason Wright, Director of Policy, Operations, and Performance, at jason.d.wright@mass.gov

Sincerely,

Fatima Razzaq
Acting Director, Division of Public Housing