

Request for Responses (RFR)

**From Massachusetts Local Housing Authorities
For the Regional Capital Assistance Team Program**

Issuance Date: Tuesday, June 2, 2015

Responses Due: Friday, July 31, 2015, 4:00 PM

Document Number: DHCD-2015-5S

**Procuring Division/Bureau: Department of Housing and Community Development
Division of Public Housing and Rental Assistance**

**RFR Contact Person: Amy Stitely, Director
Bureau of Housing Development and Construction
amy.stitely@state.ma.us**

Written Questions Due: Wednesday, June 10, 2015 at 4:00 pm

**Bidders Conference: Wednesday, June 17, 2015 at 1:30 pm
100 Cambridge Street, Boston, MA 02114
2nd Floor Conference Room C**

Letters of Interest Due: Tuesday, June 30, 2015 at 4:00pm

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Background and Objectives

In August 2014, Chapter 235 of the Acts of 2014, An Act Relative to Housing Authorities (“the Legislation”) was signed into law. The Legislation mandated a series of new performance management and capacity building actions to improve the management of state public housing in Massachusetts. In accordance with Section 26C of the Legislation, the Department of Housing and Community Development (DHCD) is now issuing this Request for Responses (RFR) to solicit responses from Local Housing Authorities (LHAs) to host and administer the Regional Capital Assistance Team (RCAT) program.

The RCAT program is an innovative initiative that will tap the experience and skills of larger housing authorities to bolster the work of smaller LHAs throughout Massachusetts. This is an exciting new approach to improving services, and LHAs selected for the program will have an opportunity to help shape it. The RCAT program will create 3 regional teams of technical assistance providers to assist LHAS in executing capital and maintenance plans and projects. All LHAs may participate in the program, but LHAs with 500 or fewer state-aided units are required to participate, unless the LHA is granted a waiver. The 3 teams will be hosted by the LHAs selected through this RFR process. Major RCAT program objectives are summarized as follows:

1. Increase the technical capacity available for smaller LHAs and, as a result, maximize the utility of DHCD’s capital program that currently disburses \$90 million per year for the modernization and development of state public housing; and
2. Facilitate collaboration across LHAs in order to capture economies of scale through bulk purchasing, bulk procurements, and other innovations.

The 3 LHAs that are selected to administer this program on behalf of DHCD are to be known as Host Housing Authorities (HHAs). The 3 HHAs will employ the technical assistance teams locally and oversee the launch and ongoing administration of the program. Each of the 3 HHAs shall employ one RCAT director, plus project management and other support staff as needed to effectively implement the program.

The activities of each RCAT will be undertaken in coordination with an 11 member advisory board, 9 of whose members will be elected by participating LHAs, with 1 member appointed by DHCD and 1 member appointed by the HHA. DHCD will administer the elections after the selection of the 3 HHAs per regulations to be promulgated. The advisory boards are to be convened quarterly by the HHAs to discuss issues of program performance and coordination.

See Attachment A: Enabling Language from Ch. 235 of the Acts of 2014

Responses to this RFR are due to DHCD at 4:00pm on Friday, July 31, 2015. The application and selection process is outlined in further detail on page 14. DHCD intends to select the 3 HHAs by September 30, 2015. DHCD now anticipates that it will execute contracts with the selected HHAs by the end of calendar year 2015. The intent is that the RCAT program will be fully staffed and operational by the beginning of FY2017, that is, July 2016.

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Eligibility

In order to be eligible for consideration as a HHA for the RCAT program, LHAs must meet the following threshold criteria:

1. LHAs cannot be under DHCD corrective action.
2. LHAs must be up to date with all DHCD reporting, capital planning, and certification requirements.
3. LHAs must have spent 80% of all awarded Formula Funding for State Fiscal Years 2013, 2014, and 2015.
4. LHAs must have at least one full-time Executive Director, one full-time maintenance person, and one full-time employee (other than the Executive Director) who is dedicated to modernization.
5. LHAs must have at least one staff person with a Massachusetts Certified Public Purchasing Official Program (MCPPO) Certification for Design and Construction Contracting or must provide a plan for obtaining this certification if selected as an RCAT HHA. (See definition here: <http://www.mass.gov/ig/mcpo/designation-and-recertification/mcpo-designation-generic.html>)

Scope of Services

Overview

DHCD will be contracting with 3 Host Housing Authorities (HHAs) that will administer the RCAT program for all LHAs with fewer than 500 state-assisted public housing units (excepting LHAs granted a performance-based waiver, per guidelines to be established).

The contract term between the HHAs and DHCD will be for 3 years, with the option to renew for 2 additional one year periods.

During the term of the contract, the HHAs shall provide all staffing, equipment, facilities, and other resources necessary for the effective and efficient delivery of the RCAT program. The HHA Executive Director (ED) will be responsible for:

1. Hiring the RCAT program director in consultation with DHCD;
2. Supervising the RCAT director, who will in turn manage other RCAT program staff;
3. Overseeing the overall implementation of the RCAT program by the RCAT director and staff;
4. Ensuring that all participating LHAs in his/her region have equal access to the RCAT services that are defined in this scope; and
5. Maintaining consistent quality of service across the entire region.

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Regions

One HHA will be selected to implement the RCAT program in each of the following 3 regions:

RCAT Region	Counties	TOTAL COUNTS			ESTIMATED COUNTS		
		LHAS Less than 500 state units	UNITS	DEVS	LHAS Less than 500 state and federal units	UNITS	DEVS
Central- West	Berkshire Franklin Hampden Hampshire Worcester	73	8,374	354	72	8,294	349
Northeast	Essex Middlesex Suffolk	65	10,573	402	59	8,895	348
Southeast	Barnstable Bristol Dukes Nantucket Norfolk Plymouth	78	11,243	388	73	9,372	348

NOTE: The “TOTAL COUNTS” above include all LHAs with fewer than 500 state units in each region. The “ESTIMATED COUNTS” are based on the assumption that LHAs with more than 500 combined state and federal units are more likely to seek a waiver and therefore not participate. Respondents should use the “ESTIMATED” figures when crafting a proposal in response to this RFR. The actual number of LHAs that will participate in the RCAT program in each region will be determined after LHAs have an opportunity to apply to DHCD for a waiver. DHCD anticipates that the list of actual participants will be finalized by December 2015, after which DHCD will execute contracts with the 3 HHAs selected as a result of this RFR.

See Attachment B for a map of each region.

See Attachment C for more details about the number of projects and their sizes in each region.

Requested Services

The complete RCAT scope of services may be broken into two categories: Trainings and Direct Services. Trainings are to be delivered to a group audience, and Direct Services will be tailored to meet the needs of each individual LHA in the region.

TRAININGS (approximately 5% of scope of services): RCATs will organize at least 2 group trainings per year per region. The 3 RCATs will choose topics and develop content in consultation with DHCD and participating LHAs. Depending on content, trainings might be delivered to a state-wide audience, repeated in each region, or offered as a single opportunity in one region.

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RCATs will work with DHCD to survey participating LHAs to identify training interests and needs. DHCD has existing content on two training topics: (1) how to manage small capital projects and (2) how to do maintenance inspections. Other potential topics might include: increasing energy efficiency during unit turnover, LHA participation in town procurements for goods or services, and securing town funds for projects.

Once training topics are finalized, the RCATs will perform all administrative and coordinating functions to organize and deliver the trainings.

DIRECT SERVICES (approximately 95% of scope of services): RCAT staff at each HHA will provide the following services to all participating LHAs in their region:

1. Portfolio needs assessment
2. Capital plan creation and plan maintenance
3. Capital project management for all projects
4. Leveraging non-DHCD funds for capital projects
5. Maintenance plan creation
6. Bulk procurement program
7. Force account crew program

Each of these services is described in greater detail below. Please note that while most program components will begin as soon as possible in the first year of the program, DHCD now anticipates that 3 program components will not begin until the second year of RCAT program operations: (5) Maintenance plan creation, (6) Bulk procurement program, and (7) Force account crew program.

1. PORTFOLIO NEEDS ASSESSMENT – Begin In Service Year One

Each RCAT will pursue a comprehensive strategy for preserving all state public housing units in its region. In order to ensure the best and most efficient use of resources, RCAT project managers must become very familiar with the developments in their portfolio. All capital and maintenance plans and projects should be informed by on-the-ground knowledge of physical conditions. Each RCAT will, therefore, need to perform annual needs assessments at 100% of participating LHAs' developments in its region. Work will include:

- a. **Review the most recent DHCD reports and data related to each LHA's expired building and site components, accessibility needs, and facility maintenance needs.** DHCD will supply to the RCATs data and/or reports from the five-year independently-procured portfolio condition assessment to be completed in June 2015, the most recent capital improvement plan (CIP), results from the most recent resident survey, and a copy of the most recent DHCD facility management unit inspection for every participating LHA.
- b. **Schedule a site visit for every development in the region to understand outstanding capital and maintenance needs.** Coordinate with LHA Executive Directors (EDs) and staff to make sure the RCAT has access to all common areas, building systems, and a sample of units (particularly, if recent reports suggest a need for unit improvements). Each LHA should provide copies of notes from most recent capital planning-related resident engagement meetings.
- c. **At site visit, do general capital assessment of all developments, prioritizing the oldest expired components and systems of concern.** At each site visit, the RCAT will physically assess the entire site, major building systems, and a sample of units, paying particular attention to the expired (or

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near expiring) components and priority one deficiencies that have been identified in past DHCD reports and CIPs.

- d. **Keep written records from site visits to use when creating LHA capital and maintenance plans.** The RCAT will record and file site visit notes for every development. Site visit notes will contain, at a minimum, the date of visit, the developments/units visited, name(s) of person(s) doing the assessment, components assessed, condition, and the relative priority in which to replace or repair. These records will be used to inform the capital and maintenance plans.
- e. **Upload site visit assessment records into a shared electronic system so that the participating LHAs, RCAT, and DHCD all have access to the results.** The RCAT will enter or upload condition assessment data/notes into DHCD's Capital Planning System (CPS), or work with DHCD to identify, procure, and develop an appropriate data management tool for recording and sharing annual condition assessment results.

These needs assessments should occur within three to six months before the end of each LHA's fiscal year end (FYE). This will permit capital and maintenance projects to be appropriately assigned to the LHA operating budget that is due 30 days before the end of the LHA FYE or to the capital improvement plan (CIP) that is due 15 days after the end of the LHA FYE.

See Attachment C for an LHA FYE schedule report by Region.

2. CAPITAL PLAN CREATION AND PLAN MAINTENANCE— Begin In Service Year One

DHCD mandates that each LHA prepare and submit a five-year Capital Improvement Plan (CIP) at the end of each FYE. The CIP tool allows LHAs to prioritize capital projects in accordance with their predicted resources (Formula Funding, Operating Reserves, and other special awards). It is also expected that the LHA's CIP be revised in between annual submissions as active projects get added or cancelled. The RCAT will help 100% of participating LHAs in its region create and maintain their plans. Work will include:

- a. **Update facility inventory in CPS to reflect conditions documented through the needs assessment.** After each assessment, the RCAT will check the accuracy of each LHA's CPS component inventory and make updates as needed. At this time, the RCAT will also verify that the LHA's most recent year's capital and maintenance project-related components have been updated with new installation and expiration dates.
- b. **In CPS, define capital projects to address the needs identified in each annual inspection.** RCAT staff will create projects from each LHA's component inventory. The RCAT will also edit the LHA's CPS preliminary cost estimates to reflect real conditions and size projects to fit the LHA's CIP.
- c. **Work with DHCD staff to update project data at least once per year per LHA.** Sixty days prior to the end of each LHA's fiscal year, the RCAT will work with the DHCD project managers to make sure all project schedule and budget data is up to date in the Financial Information System for Housing (FISH).
- d. **Create draft of annual five-year CIP.** After verifying all capital awards from DHCD and any other financial resources that may be available to the LHA (Reserves or other), the RCAT shall import each LHA's CPS projects into a CIP in the Capital Improvements Management System (CIMS) and draft a schedule for each LHA based on priority and financial resources. At this time the RCAT shall also prepare draft Narrative and Certifications for each LHA's individual CIP.

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- e. **Meet with LHA staff to finalize draft CIP.** The RCAT will review the LHA's needs assessment report and draft CIP with LHA staff. The RCAT will continue revising the draft CIP until both parties are satisfied that it is ready for LHA tenant and board review/approval.
- f. **Finalize CIP in CIMS and send to LHA for board approval.** After each LHA has held the required tenant engagement meetings, the RCAT will edit the LHA's CIP as agreed upon with LHA staff and then send to the LHA for Board review and approval.
- g. **Monitor timely LHA submission of annual CIP.** DHCD will alert the RCAT if any LHAs are late in submitting their CIPs. The RCAT will follow up with each of these LHAs to learn why its CIP is delayed and troubleshoot late submission.
- h. **Keep CIP and CPS inventory "live" and up to date.** Between annual CIP submissions, the RCAT will be responsible for revising each participating LHA's CIP and for keeping participating LHA's CPS inventory up to date. These revisions and updates should happen upon completion of every project and with the addition of any new projects. Other CIP Revisions (changes requiring DHCD approval) or Modifications (changes not requiring approval) may be required when project schedules or budgets change in order to continue to match projected spending to available financial resources. In addition, DHCD will develop a system for tracking milestones in each CIP, and will then require the RCAT to enter such milestones as contract dates, completion dates, payment dates, invoice to DHCD dates, and DHCD reimbursement dates.

The RCAT is not responsible for orchestrating board approval or tenant engagement around an LHA's CIP. The RCAT is also not responsible for managing the public process relating to the LHA annual plan. These 3 matters are the responsibility of the LHAs. However, the RCAT will be available to advise LHAs on their management of these processes, if requested.

3. CAPITAL PROJECT MANAGEMENT –Begin In Service Year One

There are approximately 1,700 live state public housing capital projects at any time. The size and complexity of each project dictate the level of DHCD and RCAT involvement. Currently, LHAs independently execute all projects with less than \$25,000 in construction costs. DHCD project managers, architects, engineers, contract specialists and construction advisors only work on projects that exceed the \$25,000 threshold. Ultimately, the RCATs will be filling project management capacity gaps at both cost levels; however, at first the RCAT will focus their assistance on the smaller projects and, in particular, the \$10,000 to \$25,000 projects.

See Attachment C for an estimate of total live projects by Region, sorted by size.

The objective is for RCATs to provide technical and management skills as needed by LHAs to ensure that projects are successfully implemented. The extent of work performed for individual LHAs may vary and change over time depending on the changing needs of participants. RCAT project management duties will be phased in over years one and two of the RCAT program, as described below:

- a. **Year One**
 - **\$0 -10,000 projects: Advise LHAs remotely upon request.** The RCAT will provide phone and email assistance to LHAs on how to put together a bid package, solicit quotes using sound business practices, and maintain good file records. Occasionally, DHCD may ask

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the RCAT to give special attention to a particular LHA if a site visit indicates there is a need for corrective action.

- **\$10,000-\$25,000 projects: Assume pre-construction phase responsibilities and monitor projects for adherence to procurement laws, schedule, specifications, and budget.** Each RCAT will actively assist LHAs in its jurisdiction with project implementation tasks including but not limited to: Work Order/Request for Services development, procurement of architects and engineers, design input and design review, bid package development, bidding, bid review, and contractor selection. In addition, the RCAT will be expected to visit each jobsite 2-3 times during construction to monitor progress, and troubleshoot any problems that arise until project close-out.
- b. **Year Two – Continue the duties described above for Year One and add the following two duties:**
- **\$25,000-100,000 projects: Review design submissions and monitor project for adherence to schedule, specifications, and budget.** Review and comment on schematic design and construction documents. Visit the jobsite 1-2 times per week, as needed during construction to monitor progress and work quality. Troubleshoot any problems that arise until project close-out.
 - **\$100,000 and larger projects: Review design submissions and attend jobsite meetings during construction.** Projects of this size will be closely managed by DHCD project management and technical staff, so the RCAT will have limited responsibilities. RCATs will review and comment on design and construction documents and attend job site meetings as scheduled during construction. For particularly challenging projects, DHCD or LHA may ask an RCAT to provide additional construction monitoring, in lieu of assigning a clerk of the works.

In addition to the duties described above, each RCAT will also act in a troubleshooting and advisory capacity on priority projects that are not adhering to budget or schedule. In this expediting role, DHCD or LHA may ask the RCAT to assist with coordination of LHA staff, designers, and contractors; to advise on strategy for tenant coordination and communications; and to advise on other LHA administrative functions, such as file maintenance, invoicing, and quarterly reporting.

If DHCD assigns a clerk of the works to any project (separate from the RCAT staff), then that clerk's fee will be paid out of that project's budget and will not affect the RCAT operating budget.

The RCAT will not be responsible for managing local tenant coordination or engaging LHA boards to execute construction contracts. The RCAT will, however, be available to advise LHAs on how to best proceed with these duties, if requested. Within a year of program launch, DHCD intends to release best practice guidance on tenant coordination on capital projects, so that RCATs and LHAs have a reference to consult.

4. SECURING FUNDS FOR PROJECTS – Begin In Service Year One

The RCAT will help LHAs maximize their resources for capital and maintenance improvements. In this role, the RCAT will act as both an advisor and connector to technical assistance. As needed, each RCAT will:

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- a. **Assist LHAs with securing leveraged (non-DHCD sources of) funds for capital projects.**
Examples of leverage sources include: Tax Credit equity, Community Preservation Act funds, utility energy efficiency program funds, local CDBG, local AHT, etc. The RCAT may provide direct assistance in applying for such funds or may refer LHAs to other technical assistance resources, such as financial consultants or grant writers as appropriate.
- b. **Assist LHAs with DHCD funding applications.** RCATs will also, as needed, assist LHAs in applying for DHCD special funding awards (such as Health and Safety, HILAPP, etc.)

In order to initiate this segment of services, an LHA may request assistance, or an RCAT may proactively reach out to an LHA. DHCD may also recommend that an RCAT work with specific LHAs based on known funding opportunities.

5. MAINTENANCE PLAN CREATION – Begin In Service Year Two

Ch. 235 legislation mandates that all LHAs submit an annual maintenance plan, as part of a publicly available annual plan. DHCD anticipates that LHAs will submit their first annual and maintenance plans after January 2017, pending the promulgation of regulations and the release of guidelines with plan templates.

While the scope of this particular RCAT service has not yet been determined, maintenance plans will have to, at a minimum, respond to findings from the most recent DHCD Facilities Management Specialist inspection and the most recent RCAT needs inspection. DHCD will work with HHAs to further define the scope for this section of their work, assuming that it will begin in Year Two of the RCAT program. The actual scope of work will be informed by the experience of the 3 RCATs during the initial year of operations.

For the purpose of responding to this RFR, respondents should assume that the RCAT team will be responsible for assisting all participating LHAs in the region with creating first drafts of their maintenance plans starting in Year Two, as described below:

- a. **Using the RCAT needs assessment notes, resident survey results, and other inputs, define a set of work orders and maintenance projects to address the needs identified in each annual inspection.** RCAT staff will compile a list of work orders/maintenance projects that need to be addressed in the coming year.
- b. **Create draft annual maintenance plan.** After verifying with the LHA the financial resources that can be devoted to maintenance items, each RCAT will create an annual maintenance plan in accordance with DHCD guidelines and templates. Each maintenance plan shall consist of but not be limited to a list of preventive and predictive maintenance items and projects with description, timetable for implementing the work items, and estimated costs. The maintenance plan should be written in coordination with the LHA's CIP, so that LHAs are able to extend the useful life of all building and site components to the extent feasible.
- c. **Meet with LHA staff to finalize draft maintenance plan.** The RCAT will review all assessment information and the draft maintenance plan with LHA. The RCAT will continue revising plan until both parties are satisfied that it is ready for LHA tenant and board review/approval.
- d. **Monitor timely submission of Annual Maintenance Plan to DHCD, to be included with LHA Annual plan.** DHCD will alert each RCAT if any LHAs in its jurisdiction are late in submitting their

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Maintenance Plans. The RCAT will follow up with each of these LHAs to learn why its plan is delayed and troubleshoot the late submission.

As appropriate, DHCD will work with the RCATs to develop web-based tools to facilitate maintenance plan creation and review. DHCD will also train the RCAT and LHA staff on use of the web-based tools, as necessary.

The RCAT will not be responsible for orchestrating board approval or tenant engagement around the Maintenance Plan. The RCAT is also not responsible for managing the public process relating to the LHA annual plan. However, the RCAT will be available to provide advice to LHAs on the processes, if requested.

The RCAT will not be responsible for assisting participating LHAs with routine maintenance tasks or the development of maintenance systems. The RCAT may, however, elect to organize trainings on maintenance operations best practices.

6. BULK PROCUREMENT PROGRAM – Begin Service Year Two

Working with DHCD and across regions, the RCATs will develop a bulk procurement program that will allow for:

- a. Bulk purchasing and storage of building components that may be installed by LHA maintenance staff (e.g., smoke detectors, carbon monoxide detectors, etc.).
- b. Identifying, developing the scope for and bidding capital projects that lend themselves to unit pricing (e.g., painting, asphalt, etc.). Work includes defining scopes and quantities and executing time-limited contracts.
- c. Identifying, developing the scope for and bidding consolidated maintenance services that will result in lower prices due to economies of scale (e.g., snow removal, annual inspections, landscaping, etc.).

DHCD will work with all 3 RCATs during Year One to assess whether each RCAT will implement a bulk procurement program in Year Two or whether one or two RCATs may pilot such a program, and to assess whether initial bulk procurement program(s) will be limited to one or two regions or be offered statewide. DHCD anticipates that each RCAT may pilot a bulk procurement in its own region before expanding it to service all regions. The scope of each pilot will depend on the needs and capacity in each region.

RCATs will work in consultation with DHCD procurement specialists during program development so that this effort is coordinated across the state and complies with all laws, regulations, and guidelines. For the purpose of responding to this RFR, respondents should assume that each RCAT will launch a bulk procurement program for its own region (but not statewide) in Year Two.

7. FORCE ACCOUNT CREW – Begin Service Year Two

Working with DHCD and other LHAs, the RCATs will assess the need for, then plan, organize, supervise, and deploy one or more force account crews to implement special projects, such as unit turnover. Each RCAT is responsible for ensuring that project files are accurately maintained including project-related invoices for labor and material. This force may employ current HHA or LHA maintenance staff or tenants. The costs for implementing these projects would not come from the RCAT operating budget but instead be covered by the participating LHAs that would “buy” the force account services.

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DHCD anticipates that one RCAT may pilot this service in Year Two before expanding it to cover all regions. The scope of the pilot will depend on the needs and capacity in each region. RCATs will work in consultation with DHCD procurement specialists during program development in Year One of the RCAT program, so that this effort is coordinated across the state and complies with all laws, regulations, and guidelines. The pilot will only advance if the force account strategy is shown to be more cost-effective than contracting out.

Program Administration

Coordination and Information Sharing

Each RCAT will be expected to coordinate and share program information with its advisory board, HHA staff, HHA board of directors, DHCD, participating LHAs, and RCATs in the two other regions. At a minimum, each RCAT director, in coordination with the HHA director, will be expected to:

- Give regular progress reports at each HHA's regular monthly board meeting. In this way the HHA's board of commissioners will be informed of program developments.
- Convene quarterly meetings of its advisory board to review program performance and troubleshoot issues. This meeting must be open to the public and advertised among participating LHAs and their residents.
- Participate in regular conference calls with other RCAT directors and the DHCD program administrator. These calls will likely be scheduled by DHCD on a biweekly basis during the first year and then move to a monthly or quarterly schedule.
- Work with other RCAT directors and staff to ensure the sharing of best practices, lessons learned and capturing of efficiencies across the state.

Performance Tracking and Reporting Requirements

RCATs will work with DHCD to develop and implement appropriate performance tracking tools and protocols. At a minimum, each RCAT will be required to:

- Submit quarterly and fiscal year-end reports to DHCD on all areas of work listed in the Scope of Services, including but not limited to: CIP submission rates, maintenance plan submission rates, capital project completion rates, capital spending, funds leveraged, and participation rates in bulk procurement programs.
- Submit quarterly forecasts on regional capital project completion and spending rates for current year and two years into the future.
- Analyze trends in program data and performance to identify program challenges and make recommendations for improving outcomes.
- Collect and report qualitative data annually regarding satisfaction among participating LHAs.

In order to track and manage the program, DHCD will give all RCAT staff access to our two web-based capital program management systems (CPS and CIMS) and read only access to the DHCD project management system (FISH). DHCD will also craft standardized report formats for the RCATs to utilize. Each RCAT will also be expected to create and implement its own internal program management tool(s) that may or may not be shared with DHCD, depending on features and use. DHCD is receptive to proposals for alternative platforms for virtual coordination, project management, and data tracking.

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Staff Recruitment

Per Ch. 235, each HHA executive director, in consultation with DHCD, will hire the RCAT director who will oversee the program in its region. This means that a DHCD staff person or the DHCD-appointed RCAT advisory board representative shall be on the hiring committees for all RCAT director positions. RCAT directors should meet the following minimum qualifications, plus any additional qualifications that DHCD defines in program guidelines, as amended from time to time:

- Applicants must have: (A) 10 years of experience in construction management and/or capital/maintenance project oversight, preferably in the affordable/subsidized housing sector; or (B) 7 years of experience in this area with an advance degree in Business Administration, Real Estate Development, Architecture, Engineering, or Construction Management, or a related field.
- 5 years of supervisory experience, of which at least two years must have been in a management capacity.
- Experience developing and managing complex, multi-stakeholder programs and keeping them on schedule and within budget.
- Experience working with diverse constituents and managing public engagement.

Once the RCAT director is hired, s/he will be responsible for hiring RCAT project management and other staff, in consultation with the HHA executive director. Position descriptions must be approved by DHCD prior to being advertised. RCAT project managers should meet the following minimum qualifications, plus any that DHCD defines in program guidelines:

- Applicants must have: (A) 6 years of experience in construction management or capital/maintenance project oversight, preferably in the affordable/subsidized housing sector; or (B) 4 years of experience in this area with Bachelor's or higher degree in Real Estate Development, Architecture, Engineering, or Construction Management, or a related field.
- Knowledge and experience in building design and building construction technology including materials, methods and techniques, preferably in the affordable/subsidized housing sector.
- Ability to read and interpret technical architectural and engineering drawings and specifications.
- Ability to manage multiple projects, while keeping them on schedule and within budget.
- Ability to work independently and to set and prioritize workload.

Within each RCAT program, one or more project managers must also have knowledge and experience in capital planning, such as: identifying deficiencies and then defining, scoping, budgeting, cost-estimating, prioritizing and scheduling projects to address the deficient conditions.

Staff Training

The three HHAs will coordinate with DHCD staff to provide training for all RCAT staff on applicable laws, regulations, programs, protocols, processes, responsibilities, best practices and tools. Anticipated DHCD-led training topics include:

- DHCD Overview of Capital Program and RCAT Role
- DHCD Documents and Processes
- Needs Assessments and Capital Planning
- CPS training
- CIMS training

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- Inspection and Maintenance Planning
- Tenant Participation
- Procurement Overview
- Managing Small Projects (Under \$25,000)
- Working with DHCD and LHAs on Large Projects
- Reporting and Tracking Systems and Applications

In addition, designated DHCD and HHA staff will be available in the first year for on-the-job training.

Proposed Program Milestones

The RCAT program will ramp-up as regional staff are able to take on increasing responsibilities. While it is not possible to say for certain how long it will take to hire and train staff, DHCD anticipates that the program will likely ramp-up according to the following schedule. DHCD will amend this schedule in consultation with the selected HHAs.

Month	Target
September 2015	HHAs notified of selection
December 2015	Waivers granted to LHAs regarding program participation
	Program guidelines and scope finalized between DHCD and HHAs
	DHCD and HHAs sign contract
March 2016	Three Advisory Boards elected, DHCD Appointees to Boards selected, HHA board appointees selected
	Three RCAT Directors hired
June 2016	RCAT Project Managers hired
July 2016	Advisory Boards initial meetings
July – August 2016	DHCD-led orientation and training for RCAT staff
September 2016	RCATs begin capital needs assessments and undertake CIP Creation for September Fiscal Year End LHAs.
October 2016	Advisory Boards meet
January 2017	RCATs take on Project Management and Construction Oversight role for projects between \$10,000 and \$25,000 and provide advice, as requested, on projects under \$10,000
	Advisory Boards meet
April 2017	Advisory Boards meet
May 2017	RCATs begin offering technical assistance (TA) on securing leveraged funds for projects.
June 2017	First pilot Bulk Procurement
	RCATs begin to prepare Maintenance Plans for participating LHAs
	First RCAT-led training for LHAs
July 2017	Advisory Boards meet
September 2017	Pilot Force Account Crew launched for unit turnover (or another agreed upon service)
October 2017	Advisory Boards meet
November 2017	<ul style="list-style-type: none"> • Second RCAT-led training for LHAs • RCATs undertake expanded Project Management and Construction Oversight roles for projects above \$25,000, as described in Scope of Services for Year 2 of the RCAT program

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Compensation

DHCD will be allocating \$2.5M of bond cap annually for administering the RCAT program statewide. DHCD estimates that the full-scale annual program budget for each of the 3 HHAs will be about \$833,000. However, each HHA's budget will vary based on the number of actual participants in each region, post-waivers. Funding will be provided from appropriation account 7004-0044, or any other additional funding which may become available.

Respondents must submit a proposed budget, as indicated on page 20, under "Required Contents of Responses." Note that the HHA administrative fee may not exceed 5% of the total budget for any region. A portion of this administrative fee may be applied to a proposed increase to the HHA's Executive Director's salary; however, the proposed increase must not exceed \$40,000, and DHCD will not approve an Executive Director salary increase unless the HHA meets performance standards to be defined in program guidelines.

Application Process and Response Requirements

The application and selection process for this RFR will be as follows:

1. By 4:00pm on Wednesday, June 10, 2015, LHAs should submit questions in writing on this RFR via email to Amy Stitely (amy.stitely@state.ma.us).
2. On Wednesday, June 17, 2015 at 1:30 pm, DHCD will hold a bidders conference in 2nd Floor Room C of the Saltonstall Building at 100 Cambridge Street, Boston, MA 02114. Attendance is not mandatory. However, in order to attend, Respondents must RSVP to Amy Stitely (amy.stitely@state.ma.us).
3. On or before 4:00pm on Monday June 22, 2015, DHCD will publish via Public Housing Notice a complete set of answers to frequently asked questions (FAQ).
4. By 4:00pm on Tuesday, June 30, 2015, LHAs interested in responding to this RFR must submit a brief, one-paragraph letter of interest (LOI) via email to Amy Stitely (amy.stitely@state.ma.us). The LOI should list the region (Central-West, Northeast, or Southeast) for which the LHA would like to be the HHA and identify the primary contact person with contact information. In the subject of the email, please write: "RCAT LOI".
5. Complete applications will be due by 4:00pm on Friday, July 31, 2015. No late applications will be accepted. Applicants must submit one (1) hardcopy original and six (6) copies of each application. Applications must be addressed to:

DHCD Procurement Manager
100 Cambridge Street, 3rd fl.
Boston, MA 02114

Only complete applications with all required exhibits will be reviewed. See next section "Required Contents of Responses" and Attachments D and E.

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6. In August, the DHCD procurement team will review responses, check references, and schedule interviews, as needed. DHCD reserves the right to request interviews and/or additional information or clarification from all, some or no respondents.

7. DHCD will select HHAs by September 30, 2015. At this time, all respondents will be notified in writing of their application status.

Required Contents of Responses

The chart below describes each required Exhibit and its contents that must be submitted in response to this RFR. All Exhibits must be labeled. Respondents are strongly encouraged to keep narratives brief and to the point.

EXHIBIT NUMBER and TITLE	REQUIRED CONTENTS
Response Cover Sheet	Complete and sign required Response Cover Sheet in Attachment D.
EXHIBIT 1: LHA Relevant Experience	15 page maximum limit (35 points available)
<i>Exhibit 1-A</i> Overview of Capital Improvement and Real Estate Development Programs Administered by LHA	Using Table 1-A (1) and Table 1-A (2) in Attachment D, summarize capital improvement programs and real estate development projects undertaken by the LHA during the past 5 years such as federal public housing capital improvements or nonprofit community development activities <i>but do not include DHCD funded public housing capital improvement programs/projects</i> . Also, provide a narrative description of how the LHA works with tenants in planning and implementing its capital improvement programs and how it keeps residents informed when capital improvements are being done in their developments. <i>For this, include DHCD funded public housing capital improvement programs</i> . If desired, the respondent may also include additional brief written information regarding its capital improvement and real estate development programs.
<i>Exhibit 1-B</i> Success Record Leveraging Funds for Capital Improvements and Real Estate Development	Using the Table 1-B in Attachment D, describe the LHA’s success, if any, leveraging non-DHCD funds for capital improvements and real estate development projects during the past 5 years. If desired, the respondent may include brief additional written information.

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<p><i>Exhibit 1-C</i></p> <p>Overview of Complex Maintenance Programs, Including Force Account Crews and Bulk Purchasing</p>	<p>Briefly describe the LHA’s experience and approach to planning for long-term maintenance needs. Also describe the LHA’s planning and administration, if any, of complex maintenance programs including but not limited to use of force account crews and bulk purchasing.</p>
<p><i>Exhibit 1-D</i></p> <p>Management and Quality Control for Maintenance Systems and Capital Projects</p>	<p>Describe the LHA’s approach to managing and ensuring quality outcomes for maintenance delivery and management of capital improvement/development projects. Include a description of LHA staffing and use of third party consultants or experts to plan and administer the work and/or oversee or monitor outcomes. For example, identify if you hire in-house clerk of the works or other outside consultants.</p>
<p><i>Exhibit 1-E</i></p> <p>Overview of Activities, Projects or Programs Administered by the LHA that Assist or Collaborate with other LHAs</p>	<p>Using Table 1-E in Attachment D, describe any activities, programs or projects that provide support, services or oversight for other LHAs currently and at any time during the past 5 years. Examples could include but are not limited to:</p> <ul style="list-style-type: none"> • Managing projects or programs for other LHAs. • Managing another LHA. • Providing technical assistance, training or support to LHAs. • Other kinds of collaborations with other LHAs, e.g., joint purchasing program. <p>If desired, the respondent may include brief additional written information.</p>
<p><i>Exhibit 1-F</i></p> <p>Overview of Innovative, Collaborative, or Regional Experience at the LHA</p>	<p>Using Table 1-F in Attachment D, describe any innovative, collaborative, or multi-organization experience, such as programs created or administered by the LHA or in which it participates, currently and during the past 7 years. Do not repeat those described in Exhibit 1-E. Examples could include but are not limited to:</p> <ul style="list-style-type: none"> • Participating in a regional consortium, e.g., a HOME consortium. • Innovative administrative, operating. or engagement processes, such as creative ways of involving residents or resident organizations. • Experience creating and providing training classes, courses or on-the-job training within the LHA or for other organizations. • Experience successfully managing complex projects and/or programs simultaneously such as (but not limited to) multiple real estate development or redevelopment projects. <p>If desired, the respondent may include brief additional written information.</p>

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EXHIBIT 2: LHA Organization and Management Capacity	10 page maximum limit (20 points available)
<i>Exhibit 2-A</i> LHA-Wide Organizational and Management Structure	Provide an organizational chart showing existing LHA-wide <u>functional</u> units and the total number of budgeted positions in each unit. For any modernization and/or real estate functions, include a more detailed organizational chart identifying all budgeted positions in the units.
<i>Exhibit 2-B</i> LHA Senior Management Capacity	Provide a summary of the qualifications of existing senior management, including, but not limited to (as applicable): CEO/Executive Director, CFO/senior financial officer, General Counsel, and directors of modernization and real estate development. Include resumes for these senior staff in an Appendix titled "Resumes of Existing Senior Staff." Also indicate which, if any, staff by name and title at the LHA have any MCPPO designation. Note that in order to become an RCAT HHA, an LHA must have at least one staff person with Associate MCPPO for Design and Construction Contracting. If the respondent does not have any staff with this designation, describe how you would obtain designation if selected as a HHA for the RCAT program.
<i>Exhibit 2-C</i> LHA Performance Management Strategy	Describe the LHA's general approach to quality control and performance management. Describe any systems and protocols in place for evaluating personnel and monitoring the administration of LHA housing programs. Describe any evaluative tools for measuring resident satisfaction. Do not repeat information that was already mentioned in Exhibit 1-D.
<i>Exhibit 2-D</i> Third Party Reviews and Audits	Using Table 2-D in Attachment D, summarize all pending, current or completed third audits and reviews identified in that form and performed in the past three years.
EXHIBIT 3: Technical Proposal and Proposed Staffing Plan	15 page maximum limit (35 points available)

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<p><i>Exhibit 3-A</i></p> <p>Approach to the Work/Understanding of RCAT Needs and Priorities</p>	<p>Exhibit 3 is intended to present the Respondent’s technical proposal to provide RCAT host services. In Exhibit 3-A, describe the overall approach and plan to be used by the LHA in the regional administration of the RCAT Program and how the LHA’s other program operations may support effective operation of the RCAT Program.</p> <p>In the response, address each of the seven major areas of scope for RCAT work. Describe how you will undertake and organize each area of the work, with an emphasis on the first four items that will begin in year one of the program.</p> <ol style="list-style-type: none">1) Portfolio needs assessment2) Capital plan creation and plan maintenance3) Capital project management4) Securing funds for projects5) Maintenance plan creation6) Bulk procurement program7) Force account crew <p>As part of the response, address the following issues. You may integrate this discussion into your description of the work or address them separately. Please feel free to address other issues and challenges you anticipate in implementing the RCAT program.</p> <p><i>A. Outreach to and work with diverse local LHAs: Providing High Quality Customer Service</i></p> <ul style="list-style-type: none">• How would you reach out to participating LHAs and keep them informed about the RCAT program?• What challenges do you see in working with multiple LHAs with diverse needs and diverse capacities, and how would you try to address these challenges?• What are your ideas about how to get customer feedback from participating LHAs?• What are your ideas about how to ensure LHA tenant engagement during the capital and maintenance processes? <p><i>B. Geographic reach</i> - Since participating LHAs are widely spaced geographically, how do you propose working effectively across a broad area of Massachusetts? How would you supervise and direct staff who may be working in widely scattered locations.</p> <p><i>C. Quality control</i> - Describe the approach to quality control to ensure, insofar as reasonable, that capital work is well done.</p>
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	<p><i>D. Third party contractors</i> - Describe any anticipated use of third-party contractors such as building inspectors, engineers, clerks of the works, etc.</p> <p><i>E. Integration with DHCD Information Technology Systems</i> - Describe the proposed approach to information technology, including how the LHA will incorporate DHCD’s current required capital improvement reporting software system into operation of the RCAT program. If you have an alternative tracking and reporting software that you would prefer using, please describe it briefly and why it may be preferable to DHCD’s system.</p> <p><i>F. Potential Program Adjustments</i></p> <ul style="list-style-type: none"> • Do you propose altering the approach to or scope of any of the services described in the Scope of Services and, if so, how and why. • Briefly comment on the “Proposed Program Milestones” on page 13. Do these milestones seem appropriate and achievable to you? Would you modify them and, if so, how? Would you propose any additional milestones?
<p><i>Exhibit 3-B</i></p> <p>Proposed Staffing and Organizational Structure for the RCAT Program</p>	<p><u>Staffing Plan</u> - Describe your plan for staffing the RCAT program, including the following:</p> <ul style="list-style-type: none"> • Number and kinds of positions. • Roles and duties, including any supervisory responsibilities that each staff position would have in operating the RCAT program, so that all RCAT services are provided. • Any specialized experience or specialized skills you would seek to have in RCAT staff members. • If you propose using third party contractors, how they will be hired and managed. <p><u>Organizational Structure</u> - Describe how staff for the RCAT program will fit within the LHA’s organizational structure, as presented in Exhibit 2-A above. Submit a revised organizational chart(s).</p> <p>Indicate whether you anticipate potentially filling any of the RCAT positions with existing staff and, if so, provide the resume for such staff in an Appendix labeled “Resumes of Proposed RCAT Staff.” Also indicate if such staff would maintain existing responsibilities or if those responsibilities will be redistributed to others.</p> <p>In addition, identify any existing senior or management staff who would be responsible for administering or providing oversight of the</p>

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	<p>RCAT program. Include resumes for such staff in the Appendix “Resumes of Proposed RCAT Staff.”</p> <p>When preparing a staffing plan, consider that the Legislation which created the RCAT program provides that no single RCAT staff member shall individually oversee more than 2,500 units on a permanent basis.</p>
<p>EXHIBIT 4: Budget Information</p>	<p>5 page maximum limit (10 points available)</p>
<p>Proposed Three Year Budget</p>	<p>Using the required “Three Year Budget Form” spreadsheet (Attachment E), list anticipated expenditures proposed for administration of the RCAT program.</p> <p>Provide a narrative explanation for the budget, including why you think this budget is appropriate and explain any budget changes over the three-year period.</p>
<p>EXHIBIT 5: Appendices</p>	<p>In addition to the required appendices mentioned above:</p> <ul style="list-style-type: none"> • Resumes of Existing Senior Staff • Resumes of Proposed RCAT Staff <p>Please also include the following Appendices:</p> <ul style="list-style-type: none"> • A copy of a Board vote, letter or other document evidencing the approval of the LHA’s Board of Commissioners for the application to operate an RCAT program. • A letter from the head of the tenant organization(s) or representative of tenants that demonstrates evidence of compliance with tenant participation regulations (760 CMR 11.10). If no letter can be obtained, then the LHA director may instead submit a letter certifying that tenants were involved in discussions about the LHA’s application to become an HHA, understand why the LHA is seeking to do so, and are clear about the associated responsibilities.

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Evaluation of Responses

RCAT proposals will be evaluated based upon the following competitive evaluation criteria. These criteria are summarized in the chart below, then explained in greater detail.

CRITERIA	MAXIMUM POINTS AVAILABLE
Relevant Experience – Area 1: Capital improvement, real estate development and maintenance	15
Relevant Experience – Area 2: Innovative and/or multi-organization programs, including those with other LHAs, technical assistance, etc.	20
Existing Management and Administrative Capacity	20
Quality of Technical Proposal	20
Quality of Proposed RCAT Staffing and Organizational Plan	15
Cost, Quality and Feasibility of Proposed RCAT Budget	10
TOTAL POINTS AVAILABLE:	100

1. Relevant Experience – Area 1: Capital Planning, Real Estate Development and Maintenance (15 points maximum)

Demonstrated capacity of the Respondent to effectively operate capital projects and complex maintenance projects including: planning capital projects, managing multiple capital projects, managing real estate development projects, leveraging non-DHCD funds for capital improvements, identifying and prioritizing maintenance needs, and administering force account labor and bulk purchasing programs.

2. Relevant Experience - Area 2: Experience with Innovative Programs and Multi-Organization Programs, TA, etc. (15 points maximum)

Demonstrated capacity of the Respondent to create, lead and/or operate exemplary, innovative programs, projects or administrative processes, such as those that involve multiple organizations, administration of other LHAs or their programs, multiple real estate projects, creative ways of engaging residents or resident organizations, and/or emphasize customer service.

3. Management and Administrative Capacity (25 points maximum)

Demonstrated capacity of the Respondent to establish and maintain both: (a) administration and supervision of complex programs/projects, and (b) financial structures and systems such as those needed to operate an RCAT program.

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4. Quality of Technical Proposal (20 points maximum)

Extent to which the Respondent demonstrates: (a) an understanding of the RFR's scope of services; (b) feasible approaches to achieving program objectives; and (c) effective methods for delivering RCAT services in a timely, responsive and quality manner.

5. Quality of Proposed Staffing and Organizational Plan (15 points maximum)

Extent to which the Respondent proposes a feasible and effective staffing and organizational plan for administering the RCAT program in its region.

6. Cost, Quality and Feasibility of Budget (10 points maximum)

Extent to which the Respondent proposes a budget that is reasonable and cost effective relative to the work plan proposed for the required RCAT activities.

Terms and Conditions

This procurement is governed by 801 CMR 21.

All responses become the property of DHCD.

DHCD reserves the right at any time and without penalty to cancel this procurement, narrow its scope, or reject any and all responses if DHCD determines that a fair and open competitive procurement has been compromised or that doing so is in the best interest of the Commonwealth.

DHCD may at its sole discretion provide an opportunity for non-successful Respondents to request a debriefing to be conducted after execution of contracts with successful Respondents.

HHA's will be required to enter into a contract with the Commonwealth of Massachusetts. DHCD reserves the right to modify the contract terms and conditions or terminate the contract in event of unsatisfactory performance.

All awards and contracts are subject to appropriation and conditional upon the availability of funds. Each Respondent shall provide any requested documentation to DHCD prior to execution of the contract. Verbal orders are not binding on the Commonwealth and DHCD. Work performed by the Respondent prior to contract execution is not payable by DHCD or the Commonwealth.

Any subcontract to be entered into by a Respondent is subject to advance written approval by DHCD.

Invoicing Procedures – Respondent shall be required to comply with invoicing and documentation procedures established by DHCD.

Ownership of Equipment – Unless expressly indicated by DHCD, Respondents shall procure and maintain ownership of all facilities and equipment required to perform the Scope of Services; however, as indicated in the RFR, DHCD maintains ownership of program files and records including paper and electronic versions of same.

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List of Attachments

Attachment A: Enabling Legislation

Attachment B: Map of Regions

Attachment C: Portfolio Data by Region

Attachment D: Required Response Forms

Attachment E: Three Year Budget Form