

**MASSACHUSETTS DEPARTMENT OF HOUSING AND  
COMMUNITY DEVELOPMENT**

**REQUEST FOR RESPONSES:  
REGIONAL ADMINISTRATION OF RENTAL  
ASSISTANCE PROGRAMS**

**ISSUANCE DATE: AUGUST 13, 2012**

# **REQUEST FOR RESPONSES**

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# **1. INTRODUCTION**

This document is referred to as a Request for Responses (“RFR”). Organizations which intend to submit a response to this RFR are referred to as “Respondents” herein. Organizations selected to provide services pursuant to this RFR are referred to as “Contractors” herein. A glossary of terms used in this RFR is included in Chapter 8.

## **1.1 Summary**

The Massachusetts Department of Housing and Community Development (“DHCD”) hereby requests responses from eligible Respondents to provide regional administration of rental assistance programs including federal Housing Choice Vouchers (tenant-based and project-based), Tenant Protection Vouchers, Enhanced Vouchers, Section 8 Moderate Rehab, Section 8 Moderate Rehab/SRO, various special purpose federal voucher allocations and state-funded rental assistance. For purposes of this document, these rental assistance programs are collectively referred to as “DHCD Rental Assistance Programs”.

Under this RFR, DHCD will select Contractors to serve as Regional Administering Agency (“RAA”) for DHCD Rental Assistance Programs in eight (8) of the nine (9) DHCD regions commencing on or about January 1, 2013. One Contractor will be selected for each region. Minimum threshold eligibility requirements are defined below. RAA Contractors shall be required to provide all staffing, equipment, facilities and other resources necessary for the effective and efficient operation of DHCD Rental Assistance Programs within the RAA’s designated regional area. The Scope of Services contained herein provides a framework for the required services to be provided by selected Contractors.

DHCD Rental Assistance Programs are currently administered by a network of nine (9) RAAs. DHCD’s contracts with these RAAs are scheduled to expire on December 31, 2012; however, DHCD reserves the right to extend any of the contracts for up to six months to allow for an orderly transition from an existing RAA to a new RAA.

Attachment 1 of this RFR provides a listing by region of the DHCD Rental Assistance Programs that will be administered by the selected Contractors. Attachment 1 also includes a listing of the cities and towns that are within each region. The type of programs and number of units to be administered on a regional basis by the selected Contractors may be modified from time to time at DHCD’s option. DHCD may also elect to modify or redefine the regional areas at its option during the term of the contract.

## **1.2 Background on DHCD**

DHCD is the Commonwealth's lead state agency for housing, community development and municipal concerns. DHCD administers both federal and state supported rental assistance programs and a state supported public housing program, the Commonwealth's HOME Investment Partnership Act Programs, the Community Development Block Grant programs, the Low Income Housing Tax Credit Program, the Neighborhood Stabilization Fund, the Housing Innovations Fund, the Facilities Consolidation Fund and numerous other ancillary programs to support neighborhoods, communities, and low and moderate income citizens of the Commonwealth. DHCD's Mission Statement, Administrative Plan, and a list of other DHCD publications are available at DHCD's website: <http://www.mass.gov/hed/economic/eohed/dhcd/>.

DHCD's rental assistance components are administered by its Bureau of Rental Assistance Programs. Bureau staff advise the Department's Director on all matters relating to the Commonwealth's federal and state rental assistance policies; establish administrative requirements and policies and procedures for use by all Contractors; provide oversight, guidance, and technical assistance; monitor RAA Contractor performance; prepare and process all HUD required documents and serve as the primary liaison between each DHCD RAA Contractor and HUD.

DHCD operates its statewide rental assistance programs through a regional delivery system designed to encourage and promote housing choice and mobility for all program participants. DHCD currently subcontracts with nine (9) RAAs located in various parts of the Commonwealth to manage these programs. In addition to performing all required program tasks, the RAAs work closely with both DHCD and other RAAs to facilitate client mobility. The ease with which both DHCD and its RAA Contractors can accommodate and support program participants desiring to move anywhere within the Commonwealth is a hallmark of DHCD's regionally-delivered voucher programs.

DHCD's rental assistance programs support several Commonwealth-wide policies and initiatives, especially in the human service and fair housing arena. Together with its RAA Contractors, DHCD collaborates with numerous public, private and non-profit agencies to help achieve the housing goals as outlined in the Commonwealth's Consolidated Plan, a copy of which can be obtained at DHCD's website. DHCD consistently competes for all available special and incremental funding issued by HUD. DHCD also assists HUD in the disposition of various Consent Decree remedies and in the Enhanced Voucher and Tenant Protection Voucher conversion actions.

### **1.3 Moving to Work Program**

DHCD is one of only thirty-four agencies in the country designated to participate in the Moving To Work ("MTW") Demonstration Program. Most, but not all, of the federal Housing Choice Vouchers included in the DHCD Rental Assistance Programs portfolio are part of DHCD's MTW Program. MTW is a demonstration program authorized by Congress, through which participating

agencies are given the flexibility to waive certain statutes and federal regulations in order to design and test approaches for providing housing assistance that:

1. Reduce cost and achieve greater cost effectiveness in Federal expenditures;
2. Provide incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient; and,
3. Increase housing choices for low-income families.

The three objectives listed above are referred to as “MTW statutory objectives”. In 2008, DHCD entered into an Amended and Restated MTW Agreement (“MTW Agreement”) with the US Department of Housing and Urban Development (“HUD”). The 2008 MTW Agreement replaces an earlier agreement between HUD and DHCD. It provides DHCD with the flexibility to test out new approaches consistent with the MTW statutory objectives and to expand the MTW demonstration to include all tenant-based Housing Choice Vouchers administered by DHCD with certain exceptions. Those exceptions are vouchers under the 2008 (and all subsequent) Veterans Affairs Supportive Housing (VASH), Five-Year Mainstream, and Moderate Rehab programs - all of which are not covered under the MTW Agreement. Subject to certain limitations defined by HUD, MTW operating flexibilities may be applied to Enhanced Vouchers and Tenant Protection Vouchers after the initial year.

Since 2008, DHCD has engaged in a statewide planning process to identify opportunities for implementation of MTW flexibilities. A number of major program initiatives have subsequently been designed and are in various stages of implementation. See DHCD’s approved MTW Annual Plans and Reports on the DHCD website for additional information on the status of each MTW initiative.

Over the ten year term of the MTW Agreement, DHCD intends to continue to explore the potential benefits of MTW: to demonstrate that housing stabilization can be the foundation for economic self-sufficiency for extremely and very low-income households; and, to demonstrate that administrative costs savings can be redirected to provide meaningful assistance and, potentially, subsidies to additional program participants and owners. Selected RAA Contractors will work with DHCD to develop and implement MTW initiatives over the term of the contract. DHCD believes that affordable housing can provide the foundation that allows extremely and very low-income households to enter the economic mainstream and access good jobs and education. Additional principles that guide DHCD’s MTW planning for the long term include:

- All MTW activities must relate to one or more of the three MTW statutory objectives, i.e. reducing cost and/or promoting administrative efficiency, increasing housing choice, and supporting families in achieving economic self-sufficiency.
- MTW flexibility will be utilized to promote tighter linkages and synergy between the voucher program and other related Commonwealth programs and policy goals such as

preventing or reducing homelessness, supporting self-sufficiency and economic independence initiatives; supporting project-based affordable housing for extremely low income households; supporting those who have one or more disabilities and stabilizing neighborhoods.

- By identifying and addressing administrative efficiency opportunities, MTW flexibility will be used wherever feasible to increase the number of extremely and very low-income households served and the overall quality of leased housing units.
- New MTW program initiatives will respond to differences among regional and local housing markets.

DHCD is committed to continuing to provide opportunities for broad-based input from program participants, RAA Contractors and other stakeholders to inform the design of DHCD's MTW initiatives.

## **1.4 Public Purpose**

DHCD is committed to implementing its available rental assistance resources in a manner that supports the Commonwealth's overarching housing policy priorities and that conforms to applicable federal and state regulations and statutes. Through this procurement, DHCD will ensure the selection of qualified Contractors who have the capacity and commitment to fully support DHCD in this effort.

DHCD intends to continue to operate a responsive and comprehensive statewide rental assistance program that requires its RAA Contractors to be actively involved in a broad spectrum of activities that support program participants. Through this procurement, DHCD intends to contract with qualified entities that have a track record of successfully implementing federal and state rental assistance programs and a trained staff capable of performing all program functions; that have the ability to flexibly respond to changing MTW initiatives and requirements; that demonstrate a commitment to using housing resources to help the Commonwealth's very low income households achieve self sufficiency through strong collaborations with public and private supportive service and workforce development entities; and, that can operate DHCD Rental Assistance Programs effectively and efficiently.

## **1.5 Response Due Date**

Responses must be prepared and submitted in conformance with the requirements specified in the RFR. Responses are due by 4PM on October 1, 2012. Responses received after that date and time will not be considered.

## 1.6 Questions and Pre-Response Conference

DHCD will conduct a non-mandatory pre-response conference at 10:00am on Thursday, September 6, 2012 at the following location:

100 Cambridge Street, 2<sup>nd</sup> Floor, Conference Room D  
Boston, MA

DHCD needs to provide a list of invited attendees to security personnel, so notification of the names of any individuals planning to attend must be submitted to [Cynthia.Casey@state.ma.us](mailto:Cynthia.Casey@state.ma.us) by 12:00PM on Wednesday, September 5<sup>th</sup>. **Attendance at this conference is not a prerequisite for submission of a response.** Prospective Respondents needing clarification of information contained in the RFR must submit written questions to the contact person identified below by 12:00 p.m. on Tuesday, September 4<sup>th</sup>. Similar questions received from multiple organizations may be consolidated. Questions determined to be of general interest will be answered during the Respondent's Conference and these questions and answers will be published on Comm-Pass. The identity of the organizations submitting questions will not be included. A public log will be kept of the names of all parties in attendance at the conference.

Upon arrival to 100 Cambridge Street, please proceed to the security desk on the second floor to obtain your temporary badge. You will need to verify your identity with a photo ID. Then proceed through the metal detectors and baggage scanner. Proceed through the glass doors at the end of the elevator lobby, and then turn left down the corridor to the suite of conference rooms.

### Deadline for Written Questions

Written questions regarding this RFR must be received by 12:00 p.m. on Tuesday, September 4, 2012 by email ONLY. VERBAL QUESTIONS ASKED WILL NOT BE ANSWERED.

Contact Name: Melissa Morrison

E-mail address: [Melissa.Morrison@state.ma.us](mailto:Melissa.Morrison@state.ma.us)

Respondents' Conference minutes including written answers to questions submitted prior to the deadline will be posted on Comm-PASS by 5:00PM on Monday, September 10, 2012.

## 1.7 Comm-PASS

This RFR has been published on the Commonwealth of Massachusetts Procurement Access and Solicitation System, referred to as "Comm-PASS". Comm-PASS is an internet site used by all Commonwealth agencies to announce and distribute a wide variety of procurement and solicitation documents. The site is also used to provide up-to-date information regarding the status of procurements and solicitations.



The Comm-PASS file containing this RFR will be updated periodically with questions and answers regarding the RFR; amendments (if any) to the RFR; and lists of Respondents and Awardees. By periodically accessing this site, you will be able to stay up-to-date on the status of this and other Commonwealth procurements. All prospective Respondents are responsible for reviewing and adhering to all information, forms and requirements found on all Comm-PASS tabs for the entire Solicitation.

## **1.8 Number of Responses per Respondent**

Respondents may submit a response for one or more regions. A separate response must be submitted for each region.

## **1.9 Period of Performance**

Successful Respondents will be offered a contract for an initial three year term renewable at DHCD's sole option, subject to satisfactory Contractor performance, for up to two (2) additional one year terms. DHCD may elect to execute multiple one year renewals simultaneously at its sole option. The decision to enter into renewal terms will be made based on DHCD's assessment of each individual Contractor's performance; therefore, renewal terms may vary among Contractors. The Commonwealth's standard contract form is included as an attachment to this RFR.

The Contractors selected will be required to begin operations effective on or about January 1, 2013. DHCD may establish a modified transition schedule for Contractor performance to allow for the orderly phase-out of services provided by existing RAA contractors. DHCD may elect to establish an alternative start date for one or more Contractors as needed to ensure the orderly transition of RAA services.

## **2. MINIMUM THRESHOLD ELIGIBILITY REQUIREMENTS**

DHCD has established the following minimum threshold eligibility requirements for Respondents. These minimum requirements must be met in order for DHCD to conduct a full evaluation of a Respondent's response. Respondents must submit a signed certification of compliance with the minimum threshold requirements on the form provided in the RFR. Responses submitted by Respondents that do not meet these minimum thresholds will be disqualified from further consideration and will not be evaluated by DHCD.

### **2.1 Eligible Respondents and Partner Agencies**

Respondents must be: 1) a non-profit agency; or, 2) a government or quasi-government agency, which has jurisdiction throughout the region for which it is bidding. Local Housing Authorities organized pursuant to M.G.L. c. 121B §3 or controlled affiliates, as that term is defined in 760 CMR 4.02, will be considered eligible respondents only if all the Local Housing Authorities (or controlled affiliates) within a given region have partnered with each other or with a Regional Housing Authority to bid on that region. A Regional Housing Authority organized pursuant to M.G.L. c. 121B §3A may be an eligible respondent provided the Regional Housing Authority has jurisdiction in all areas within the region for which it is bidding. If a Respondent plans to apply with a partner agency, the proposal response must clearly delineate the roles and responsibilities of each party including submission of a Memorandum of Agreement between the Respondent and proposed partner agency(s) describing the roles, responsibilities and terms of the partnership agreement.

If a response identifies more than one agency or entity to be involved in administration of the DHCD Rental Assistance Programs, DHCD requires that a single agency be identified as the lead agency Respondent which will enter into a contract with DHCD. All Scope of Services activities defined below must be overseen and coordinated by said lead agency Respondent including, but not limited to: a) Finance and accounting functions including payment of owner HAP and tenant UAP checks; b) Information Technology functions including transmission of program transaction data to DHCD for the HUD PIC system as defined herein; and, c) All required reporting on program matters.

### **2.2 Housing Choice Voucher Program/Section 8 Experience**

To be considered under this RFR, Respondents must have a minimum of ten (10) years experience in the administration of Housing Choice Voucher/Section 8 programs, which must include both tenant-based and Mod Rehab experience (unless Respondent is submitting a proposal for RAA services in a region without Mod Rehab units).

## **2.3 Family Self Sufficiency Experience**

Respondent must have an established HCV Family Self Sufficiency Program (“FSS”) with demonstrated successes and must describe this experience in its proposal submission. Success in administering the FSS program includes, but is not limited to: 1) attainment of 80% or greater of required minimum FSS participation levels for most recently completed fiscal year; 2) attainment of 30% or greater FSS participants with escrow accounts for most recently completed fiscal year; 3) quality of participation in a Program Coordinating Committee or equivalent; and, 4) effectiveness of strategies used to support FSS goals for participants. DHCD will assess the quality of each Respondent’s FSS program in addition to the actual numbers of graduates and participants.

## **2.4 Obligation to Continue Administration of the State Rental Assistance Programs**

Respondents must agree to administer existing State Rental Assistance programs within the proposed region if selected to become a DHCD RAA Contractor.

## **2.5 Debarment Status**

Respondents including the lead agency and any and all proposed Partner agencies must not be currently subject to any state or federal debarment order or determination.

### **3. SCOPE OF SERVICES**

During the term of the contract, each RAA Contractor shall be required to provide all staffing, equipment, facilities and other resources necessary for the effective and efficient operation of DHCD Rental Assistance Program within the RAA's designated regional area. Attachment 1 of this RFR provides a listing by region of the DHCD Rental Assistance Programs that will be administered by the selected Contractors subject to modification at DHCD's option.

#### **3.1 General Provisions**

The Scope of Services defined herein provides a framework for services to be performed by RAA Contractors in the administration of DHCD Rental Assistance Programs; however, whether specifically listed herein or not, Contractors must perform all activities needed to effectively implement, manage and oversee DHCD Rental Assistance Programs in conformance as applicable with DHCD's Administrative Plan, federal and state regulations and statutes, and other relevant DHCD or federal guidance. Each Respondent is required to certify that Respondent has read and understands the Scope of Services requirements specified in the RFR. Respondent must further certify that it takes no exception to the Scope of Services and if selected by DHCD will provide all such services listed herein. If Respondent takes exception to any component of the Scope of Services, it must be indicated in the appropriate section of the RFR Response Submission Form and the exception(s) must be specifically stated and discussed in Exhibit 3B of the response submission.

Respondents should note the following:

- DHCD may elect to modify or redefine the regional areas at its option during the term of the contract including increasing or decreasing the number and/or types of vouchers administered within individual regions.
- The scope of services may be modified by DHCD as needed to ensure compliance with federal statutes and the rules, regulations and directives of HUD as applicable to DHCD Rental Assistance Programs.
- The scope of services may be modified by DHCD to address new or modified initiatives under the MTW Program and/or to reflect other priorities and policy initiatives adopted by DHCD.
- Contractors will be required to participate in periodic meetings, conferences and forums, as appropriate and when required by DHCD over the term of the contract, including meetings related to the planning of MTW initiatives.

### **3.2 Single Point of Contact**

Contractors must designate a single point of contact for all communications with DHCD. DHCD must be able to communicate with Contractor at all times during normal business hours. Contractors must be able to quickly access all program files maintained at other offices, when requested by DHCD.

### **3.3 DHCD Ownership and Access to Program Files and Records**

As a recipient of federal and state funds, DHCD must be able to readily access all electronic and paper files and records and/or other program materials assembled, created or used by Contractors in the performance of work under contract to DHCD. Contractors must promptly respond to DHCD requests for information and must allow DHCD or its authorized agents access to any and all such files, records and other program materials upon request.

DHCD maintains ownership rights to all waiting list, participant, owner and financial electronic and paper files and records assembled, created or used by Contractors in the performance of work under contract to DHCD. Contractors are required to secure and preserve all such records in conformance with DHCD record retention policies. In the event that DHCD elects to terminate or modify the contract, Contractors must cooperate fully with DHCD to ensure the orderly transfer or other disposition of all records and files pertaining to DHCD Rental Assistance Programs administered by Contractor.

### **3.4 Client Confidentiality**

RAA Contractors must ensure that all client/participant records are maintained in a secure manner and that confidentiality of information is protected consistent with federal and state requirements. All staff with access to client/participant records must receive training on applicable confidentiality requirements.

### **3.5 Non-Discrimination**

RAA Contractors must provide all program services in a non-discriminatory manner in conformance with applicable federal and state fair housing, anti-discrimination and other related statutes and regulations. Contractor requirements in this area include but are not limited to:

- a. Developing, monitoring, and updating a written Limited English Proficiency (LEP) Plan to ensure meaningful access by LEP persons to the HCV program and services.
- b. Implementing the activities specified in the LEP Plan.

- c. Ensuring that appropriate staff is trained in anti-discrimination laws and remedies available under reasonable accommodation law and regulations.
- d. Processing requests and providing reasonable accommodation when appropriate and taking appropriate steps to make others aware of their legal obligations to provide such an accommodation.
- e. Designating a staff Coordinator for Americans with Disabilities Act and Violence Against Women Act compliance activities

### **3.6 Facilities**

RAA Contractors must have an office presence in each region for which it receives a contract from DHCD. Office presence means having qualified program staff available to landlords and tenants, provider agencies, and others in the region in a fixed location on a regular basis during normal business hours. Respondents are strongly encouraged to propose central or satellite office(s)/administrative presence in areas within the region where substantial numbers of HCV participants live or are expected to live and which are accessible by public transportation.

Office facilities must be accessible to persons with disabilities in conformance with applicable federal and state statutes and regulations.

### **3.7 Internet Access**

Contractors must obtain and maintain Internet access through a local Internet Service Provider (ISP). DHCD reserves the right to require Contractors to upgrade their Internet capacity if their current capacity impairs timely communication with DHCD.

### **3.8 Use of DHCD Authorized Software and Hardware Installation**

Contractors must fully cooperate with DHCD to ensure that all DHCD Rental Assistance Program transactions are accurately recorded and accounted for, and that complete and accurate management reports are provided to DHCD upon request.

Contractors must utilize DHCD-authorized licensed software for automation of critical program functions including all information required to produce HAP and UAP checks and to generate the HUD Form 50058 and HUD Form MTW-50058. The current system authorized by DHCD is provided under license from Tracker Systems Inc. (“TSI”). Each selected Contractor will be required to obtain a license from TSI and install TSI software on a dedicated server procured by Contractor; to make any necessary modifications to desktop workstations to accommodate TSI software; to train program staff in TSI software functionality; and, to establish training and quality control systems to ensure the accuracy and validity of data entered into the TSI software system.

A description of the TSI software and additional minimum Information Technology requirements is included as an attachment to the RFR.

### **3.9 Data Reporting Functions**

The RAA Contractor shall be responsible for timely reporting of program-related data including but not limited to:

- a. Completing and submitting periodic (minimum monthly) PIC-50058 and/or PIC-MTW 50058 forms to HUD and DHCD.
- b. Completing and submitting monthly VMS reporting to DHCD through the central database.
- c. Completing and submitting monthly, quarterly and annual performance reports to DHCD in the format specified by DHCD.
- d. Completing and submitting all required transaction data to DHCD through the TSI software or successor system.
- e. Utilizing internal reporting systems to collect and analyze data related to MTW initiatives. Submitting data related to MTW initiatives to DHCD for the MTW Annual Report.
- f. Completing and submitting other reports as required to DHCD.

### **3.10 DHCD Review of Contractor Activities**

RAA Contractors will be required to fully cooperate with DHCD's periodic review of program operations. DHCD staff and/or authorized agents may inspect the RAA Contractor files and leased units, attend briefing sessions or FSS-related activities, and perform other activities designed to review Contractor performance.

### **3.11 File Protocols**

RAA Contractors must maintain all program files and records uniformly in a format specified by DHCD. DHCD reserves the right to establish, and modify over time, specific filing protocols for all waiting list, participant, project, program and owner paper and/or electronic filing systems. DHCD's proposed draft file protocol for participant records is included as an attachment to the RFR.

### **3.12 Administrative Plan and Other Policy Guidance**

RAA Contractors must adhere to specific policies and procedures which DHCD has designed to both comply with federal requirements and to represent the Commonwealth's interest in the

delivery of a statewide rental assistance program. The primary document that dictates DHCD's operating policies and procedures for its federal rental assistance programs is the Housing Choice Voucher ("HCV") Program Administrative Plan, a copy of which can be obtained at DHCD's website. The Administrative Plan is updated periodically and is supplemented with frequent written ancillary guidance, training programs, and discussion meetings as needed.

RAA Contractors must ensure that staff working on DHCD Rental Assistance Programs are sufficiently knowledgeable about the applicable provisions of the Administrative Plan in order to accurately, efficiently and effectively perform their job duties. RAA Contractors will also be required to adhere to other published guidance provided by DHCD related to policies and procedures for other DHCD Rental Assistance Programs.

### **3.13 Client Related Functions**

The RAA Contractor shall be responsible for implementing all client-related functions under the DHCD Rental Assistance Programs. This shall include, but not be limited to:

- a. Accepting and reviewing applications from prospective participants.
- b. Maintaining the waiting list(s) and responding to applicant and other constituent inquiries about waiting list status.
- c. Periodic purging of site specific project-based voucher (PBV) and targeted program waiting lists when requested by DHCD.
- d. Cooperating with DHCD when it performs periodic purges of the central waiting list.
- e. Selecting an appropriate number of applicants for participation to ensure utilization rates established by DHCD, with selection targets to be informed by the RAA's leasing utilization and success data.
- f. Determining applicant eligibility, including conducting Criminal Offender Records Information (CORI) checks, in accordance with the requirements outlined in the Administrative Plan.
- g. Briefing applicants selected for participation on their obligations under the programs and providing specific information on how the programs work, including the provision of individualized briefing sessions where age or a disability require special consideration. Briefing sessions must educate participants regarding the prohibition on program fraud, waste and abuse including actions and consequences.
- h. Conducting initial, interim and periodic reexaminations of income and family composition, including using HUD EIV and other proper verification techniques. The frequency of re-examinations may be modified for some or all participants pursuant to DHCD's MTW Program.
- i. Calculating family share of rent and housing assistance payments.
- j. Processing tenant identity discrepancies or problems in PIC and EIV.
- k. Conducting informal hearings and reviews.
- l. Terminating participant assistance.
- m. Processing and managing portability cases and payments and invoicing.



- n. Processing and managing HAP payments to property owners.
- o. Processing and managing utility reimbursements to voucher holders.
- p. Processing and managing the HCV appeal process according to DHCD procedures.
- q. Maintaining up-to-date information about cities and towns within the RAA's region that is made available to all participants.
- r. Identifying resources and strategies for undertaking a successful housing search in the RAA's region, including providing staff expertise to assist households desiring to move.
- s. Maintaining list of known accessible units within the region.
- t. Addressing the housing-related needs of program participants with special needs, including the elderly, the disabled, the homeless, victims of domestic violence and others.
- u. Providing information and referrals for participants who need supportive services in order to establish and maintain successful tenancies.
- v. Performing other client related activities necessary to promote effective and efficient program operations.

### **3.14 Owner and Unit Related Functions**

The RAA Contractor shall be responsible for implementing all owner and unit-related functions. This shall include, but not be limited to:

- a. Ensuring full utilization that does not exceed DHCD authorized levels.
- b. Reviewing and verifying that prospective owners are eligible to participate in the program.
- c. Conducting initial, special, annual and quality control unit inspections to ensure compliance with HUD Housing Quality Standards (HQS) and DHCD inspection and unit-related standards. This requirement includes maintaining a photo library of inspection results of all key unit findings that can be shared with owners, tenants and other stakeholders to better communicate the nature of the finding and assist in its resolution. The frequency of inspections may be modified for specific categories of units pursuant to DHCD's MTW program.
- d. Following up on emergency and routine inspection failure items in accordance with HUD and/or DHCD-mandated timetables.
- e. Providing timely responses to all Requests for Tenancy Approval (RFTA). In no case should response time exceed 15 calendar days.
- f. Enforcing DHCD's Marginal Unit Policy and Unit Grading System to eliminate or substantially improve units that only marginally meet HUD and DHCD housing quality standards.
- g. Scheduling and conducting all inspections in an efficient, business-like, and timely manner.
- h. Complying with DHCD, HUD and Massachusetts lead based paint requirements.
- i. Conducting rent reasonableness determinations in connection with owner-requested rents or rent increases and approving owner rents.
- j. Conducting an annual review of utility costs.

- k. Revising utility allowance schedules as required for determining allowances for tenant-paid utilities.
- l. Enforcing HQS and HAP Contract requirements by withholding and/or abating payments and terminating housing assistance payments contracts when necessary in accordance with HUD and/or DHCD-mandated timetables.
- m. Collecting overpayments from landlords and/or tenants when necessary.
- n. Performing other owner and unit related activities necessary to promote effective and efficient program operations

### **3.15 Targeted Program Related Functions**

DHCD administers several targeted “set-aside” programs for special populations. The following is a description of current targeted programs. Details for all targeted programs are included in the Administrative Plan. During the course of its contract with the RAA, DHCD may request the RAA to administer additional “set-aside” programs. Whenever possible, DHCD will work out the details of all new targeted programs with the RAA before finalizing the Administrative Plan requirements.

The RAA Contractor shall be responsible for implementing, managing and overseeing all Targeted Program-related functions. All programs shall be administered in accordance with the applicable provisions of the Administrative Plan. DHCD shall determine the size of each Targeted Program. In addition to performing the Client and Unit/Owner related functions listed above as applicable, the RAA Contractor duties for Targeted Programs shall include, but not be limited to:

*“Little MTW Program”* –DHCD operates a program referred to as the “Little MTW Program” in RAA Regions 5 and 6. This program serves targeted populations and provides case management and a flexible housing and supportive services subsidy. Currently this program serves 61 households in Region 5 and 122 households in Region 6.

*Family Self-Sufficiency Program (FSS)* - FSS is designed to support families willing to make a five year commitment to seek and maintain employment. Key FSS requirements to be completed by RAA Contractors include:

- a. Identifying and enrolling families to participate in the FSS program.
- b. Preparing timely and accurate submission of all required reports to DHCD.
- c. Participating in or leading local FSS program coordinating committees.
- d. Developing, monitoring, and terminating, when necessary, FSS contracts of participation and providing timely reports to DHCD of such actions.
- e. Developing and maintaining resources that will provide program participants with a full range of work-readiness services and job placement opportunities including: education, job training, transportation, day care and job placement referrals.

- f. Hiring, retraining, and training FSS Coordinator staffing appropriate to RAA FSS caseload. As per HUD grant requirements, FSS staffing funded with HUD grant funds must be engaged exclusively with FSS activities.
- g. Maintaining FSS escrow accounts in keeping with HUD regulations and proper accounting procedures.
- h. Achieving or exceeding DHCD's FSS enrollment requirements of 50 participants per FTE.
- i. Advising DHCD of any obstacles that prevent full achievement of FSS goals.
- j. Performing other FSS related activities necessary to promote effective and efficient program operations

*Family Unification Program (FUP)* – FUP is a collaborative effort between DHCD and the Department of Children and Families (DCF), formerly known as the Department of Social Services (DSS). The FUP targets: 1) Families with children in placement who have substantially complied with all the DCF service plan tasks, but do not have permanent or adequate housing to which their children can be returned; 2) Families for whom lack of adequate housing is the primary factor in the threat of or imminent placement of the family's child, or children in out of home care; 3) Battered women with their children who have not secured permanent, standard, replacement housing; and, 4) Youth that are at least 18 years old and not more than 21 years old who left foster care at the age of 16 or older and who lack adequate housing.

All applicants must be referred by the DCF and have an open DCF case at the time of referral, selection, and when the voucher is issued. Key FUP requirements to be completed by RAA Contractors include:

- a. Working in close collaboration with regional DCF staff to assure that FUP vouchers are fully utilized.
- b. Notifying DHCD if certain regional DCF offices do not appear able to refer eligible applicants.
- c. Performing other FUP related activities necessary to promote effective and efficient program operations

*Tenant Protection Vouchers/Enhanced Vouchers* - The RAA Contractor shall be responsible for administering Tenant Protection and Enhanced Vouchers awarded to DHCD within its respective regional area. DHCD will promptly notify the RAA when it becomes aware of such special allocations so that the RAA can assign staff and plan for this additional workload.

HUD rules related to Enhanced and Tenant Protection vouchers are provided in HUD PIH Notices that are periodically updated. Subject to the terms and conditions of the MTW Agreement, DHCD may modify the policies applicable to Enhanced and Tenant Protection vouchers. The RAA Contractor shall be responsible for additional functions for this set-aside, including, but not limited to:

- a. Making staff available at the individual project, when needed, to help verify family eligibility for the voucher program.
- b. Conducting on-site briefings about the voucher program.

- c. Working with DHCD, property owners, tenants and others to implement DHCD's Expiring Use Preservation Initiative where applicable.
- d. Performing other TPV/EV related activities necessary to promote effective and efficient program operations

*Veterans Housing Program (VHP)* - VHP assists homeless veterans with disabilities and/or severe psychiatric and/or substance abuse disorders.

*Veterans Assisted Supported Housing (VASH) Program* - VASH is currently administered in cooperation with four Veterans Administration Medical Centers (VAMCs): Bedford VAMC; Boston VAMC; Northampton VAMC; and Providence, RI VAMC. Like the VHP, it targets homeless veterans; however, eligibility is determined exclusively by the VAMCs. HUD has waived several HCV program requirements. The VAMCs maintain the waiting lists and perform all selections. The VAMCs determines where these VASH vouchers can be used. The RAA must comply with all HUD PIC 50058 and other HUD and DHCD VASH reporting requirements.

*TBRA AIDS Program* - TBRA AIDS is targeted to persons living with HIV and AIDS. DHCD has established a relationship with JRI Health in Boston to maintain a waiting list of potentially eligible applicants and to provide linkages with appropriate services to participants.

*Mainstream and Designated Housing Programs* - These programs are targeted to households with one or more disabled members.

### **3.16 Section 8 Moderate Rehab Program Functions**

DHCD administers units under the Section 8 Moderate Rehabilitation Program (Mod Rehab). The RAA Contractor shall have the responsibility for all client and unit related functions for Mod Rehab projects within its region as well as for complying with DHCD requests for reports and data. The RAA shall also be responsible for administering and managing all functions of the McKinney authorized Section 8 Mod Rehab Single Room Occupancy (SRO) program, in accordance with HUD regulations found at 24 CFR Part 5, 8 and 882, and all other requirements that may be issued by HUD from time to time.

### **3.17 Project Based Voucher (PBV) Functions**

DHCD has the ability to enter into project-based voucher contracts using its tenant-based voucher resources. DHCD administers both "development" and "existing" PBV program modules. DHCD has implemented certain modifications to its PBV programs pursuant to the authority granted under the MTW Agreement.

DHCD shall generally be responsible for all front-end PBV activities such as:

- a. Soliciting and selecting proposals from developers, project sponsors and/or owners.
- b. Meeting with project principals, including the RAA, before an Agreement to Enter into a Housing Assistance Payments Contract (AHAP) can be executed in the case of “development” PBVs.
- c. Approving an alternative entity to manage PBV functions if the units are included in an RAA-owned or managed property.
- d. Notifying the RAA when to include PBV units in their annual leasing projections, based on expected HAP date.

The RAA Contractor shall be responsible for:

- a. Maintaining site-specific PBV waiting lists.
- b. Providing DHCD and the project-sponsor with requested information necessary to complete an AHAP.
- c. Preparing all AHAPs and HAPs, for both “development” and “existing” PBVs.
- d. Total program responsibility for clients living in PBV developments, including determination of household income for eligibility, housing quality inspections, monitoring owner compliance with HAP contract, adjusting owner rents, periodic and interim reexaminations of client income, conducting informal hearings and terminating tenancies, when appropriate.
- e. Issuing the next available tenant-based voucher to a PBV tenant in good standing that has resided in a PBV project in accordance with DHCD policies. The RAA must maintain a PBV “opt out” waiting list and issue vouchers in accordance with DHCD policies.
- f. Working with DHCD, owners, tenants and others to implement DHCD’s Expiring Use Preservation Initiative as applicable.
- g. Performing other PBV-related activities necessary to promote effective and efficient program operations

### **3.18 Fraud, Waste and Abuse Prevention and Detection**

The RAA Contractor shall be responsible for establishing and implementing programs and strategies to prevent and detect fraud, waste and abuse among program participants including, but not limited to, establishing procedures to refer cases to and to cooperate with appropriate law enforcement agencies.

### **3.19 Communications and Public Information Functions**

The RAA Contractor shall be responsible for providing accurate and timely information to waiting list applications, participants, owners and the general public including but not limited to:

- a. Conforming to DHCD specified communication protocols, which may include utilizing DHCD developed informational materials related to DHCD Rental Assistance Programs.

- b. Maintaining a website with current information on DHCD Rental Assistance Programs. Websites must be updated at least quarterly and at the request of DHCD.
- c. Providing timely responses to comments and questions about DHCD Rental Assistance Programs, communicating program benefits, addressing landlord and tenant complaints and encouraging participation by prospective owners. Maintaining records of such communications and their resolution status.
- d. Performing other communications and public information related activities necessary to promote effective and efficient program operations.

### **3.20 Accounting and Financial Management**

RAA Contractors shall be responsible for establishing, administering and managing a comprehensive financial management system and related internal controls. The accounting and financial management systems shall be organized such that the RAA is able to provide reports to DHCD indicating the amount and percent of Administrative Fees expended on: a) front-line, direct service delivery costs associated with administration of the DHCD Rental Assistance Programs; b) overhead and other central costs associated with administration of the DHCD Rental Assistance Programs; and, c) all other costs.

RAA responsibilities in this area shall include but not be limited to:

- a. Maintaining the accounting books and records per HUD and DHCD requirements on:
  - 1. Fraud Recovery
  - 2. Portability (in/out).
  - 3. FSS escrow & forfeitures
  - 4. Administrative fee earned (based on units under contract as of the 1<sup>st</sup> of the month)
  - 5. Accounting for HAP payments
  - 6. Detailing accounts payable for all suspended vouchers under contract
  - 7. Other as detailed in DHCD Financial Manual
- b. Preparing annual operating budgets
- c. Preparing year-end financial reports
- d. Preparing quarterly requisitions requests and submitting monthly expense/leasing information
- e. Cash Management of income and expenses
- f. Collateralization of all Section 8 funds
- g. Engaging an independent CPA firm to conduct an annual audit of the DHCD Rental Assistance Program finances and providing a copy of said audit to DHCD
- h. Performing other financial management related activities necessary to promote effective and efficient program operations

### **3.21 Quality Control Related Functions**

RAA Contractors shall establish and implement an effective quality control program that is designed to promote a high degree of accuracy and compliance in the processing of all DHCD Rental Assistance Program transactions. The RAA's own quality control and auditing practices along with its policies and procedures for each administrative task must be designed to provide a comprehensive approach to ensure RAA personnel uniformly apply program requirements to the various job functions with accuracy and consistency.

The quality control program implemented by RAA Contractors must be comprehensive in nature and include the following:

- a. Establishing and periodically updating a quality control audit plan.
- b. Conducting at least quarterly quality control reviews of a representative sample of staff and program files using a structured and uniform protocol.
- c. Developing and implementing written procedures for each functional area including establishing transaction processing standards for all key processes that are consistent with DHCD's overall Performance and Transaction Standards. Standards, which may be modified from time to time by DHCD, are included as an Attachment to the RFR.
- d. Conducting targeted reviews of major program functions including, but not limited to: waiting list placement; initial eligibility and recertification processing including verification of rent and income calculations; HQS inspections and enforcement; rent reasonableness determinations; payments processing; and, portability processing.
- e. Preparing written reports on the results of quality control reviews including identification of the types of errors made, staff person responsible for error, corrective action required for each file, and recommendations for follow up training and/or other corrective actions.
- f. Ensuring that file errors identified during the review are corrected on a timely basis.
- g. Conducting follow up training and/or revisions to policies and procedures to address systemic deficiencies identified through file review activities.
- h. Ensuring that staff members are held accountable for meeting quality control standards.
- i. Reporting quality control results to DHCD as part of the RAA Contractor's ongoing quarterly management report. This must include a description of corrective actions taken to address identified problems, as well as changes to procedures or training as appropriate to address systemic quality control problems.

RAA Contractors shall participate in and cooperate with DHCD's efforts to establish uniform standards, procedures, forms and other documents to assure that DHCD is able to fully utilize its waiting list and central databases for all required HUD and DHCD reporting, and for quality control purposes.

### **3.22 Staff Recruitment and Training Related Functions**

RAA Contractors must establish and implement a program to recruit, train, and retain competent staff at all levels. RAAs must implement a staffing program that includes but is not limited to the following components:

- a. Developing job descriptions for all positions specifying the minimum competencies, minimum qualifications and experience, minimum educational requirements, typical task descriptions and minimum performance standards.
- b. Conducting recruitment efforts that include background and reference checks and, as appropriate, testing to determine that applicants possess the minimum competencies for the position.
- c. Conducting structured orientation program for each position type including technical training on applicable DHCD Rental Assistance Programs requirements. A minimum training program must be completed by each staff member.
- d. Conducting in-service training directly relevant to building of technical, managerial and/or soft skills needed for each position.
- e. Establishing accreditation and/or certification requirements for direct service and managerial positions generally consistent with DHCD's Training and Certification Standards document included as an Attachment to the RFR. DHCD requires Respondents to identify a plan to ensure that all applicable staff complete minimum training and certifications within one year of the contract start date.
- f. Conducting performance appraisals no less than annually that, among other areas, factors in staff members performance as determined by quality control reviews and other methods.
- g. Performing other related activities necessary to promote effective and efficient program operations



## **4. COMPENSATION**

### **4.1 Overview**

Housing Choice Voucher and Section 8 funds provided to DHCD by HUD have two primary uses: 1) subsidy payments to participating rental property owners (and utility reimbursements for some program participants), and 2) administrative fees to compensate for expenses incurred in the administration of the program. HUD establishes the requirements for the use, distribution and reporting of these funds. DHCD's MTW Agreement establishes formula-driven block grant funding for the MTW portfolio only. DHCD has additional funding flexibility related to use of MTW block grant funds.

In compliance with HUD requirements DHCD has established its own set of fiscal policies and procedures to reflect the demands of administering a statewide rental assistance program. DHCD RAA Contractors must adhere to all DHCD fiscal requirements, including the timely and accurate submission of regularly scheduled financial reports.

Subsidy funds and administrative fees will be advanced to each Contractor prior to the first of each month. These advances will be based upon the Contractor's estimates which have been approved by DHCD. The estimates are adjusted in accordance with the actuals during the fiscal year.

### **4.2 Calculation of Administrative Fees**

Contractors will receive an administrative fee for each authorized unit month under lease, provided that DHCD will not provide either HAP subsidy or administrative fees for any leasing activity that exceeds the DHCD authorized level. Over the course of the proposed contract period, DHCD will establish the annual administrative fee amounts based on available funding, which is expected to vary from year to year. Fees for administration of federal-assisted units shall be determined by DHCD based on funding received from HUD, which may vary from year to year and be subject to pro-rations.

Respondents must submit a three-year operating budget in the format specified by DHCD herein. For purposes of preparing the three-year budget, Respondents must utilize the Projected CY13 Per Unit Administrative Fees by Region which are included as an Appendix (allowing for offset of per unit Information Technology costs as defined below). The budget must demonstrate the Respondent's ability to competently and effectively administer DHCD's resources in accordance with all the requirements of this RFR within DHCD's prescribed fee structure. Responses which exceed DHCD's fee structure will be deemed to be in non-compliance with this RFR and will be disqualified from further consideration.

Following DHCD's award of contract(s) pursuant to this RFR and then annually over the course of the contract including any renewal periods, DHCD and Contractor shall negotiate an agreed upon budget using DHCD's then current per unit monthly administrative fee schedule. Upon DHCD's approval of Contractor's annual budget, Contractor must adhere to the approved budget. DHCD must approve any proposed changes to approved budget line items that are ten percent (10%) or greater.

Commencing in the first year of contract(s) awarded pursuant to this RFR, DHCD shall establish a per unit fee schedule for licensing, maintenance and other costs associated with Contractor use of the DHCD-required software, which is currently provided under license from TSI. DHCD shall offset administrative fees to Contractor for said costs. The projected per unit costs are included as an Appendix.

## **5. RESPONSE REQUIREMENTS**

### **5.1 Response Submission and Format**

Responses must be complete and address all of the areas required under the RFR. A Respondent's response must consist of five Exhibits as described below. Each topic in each Exhibit must be addressed in the defined order. Note the following:

- A Response Cover Sheet is provided as an attachment to the RFR. It must be completed and signed by the Respondent for each submitted response. The Response Cover Sheet may be downloaded from Comm-PASS as part of the RFR package.
- Required forms must be used and submitted wherever referenced. DHCD has developed templates for each required form which may be downloaded from Comm-PASS as part of the RFR package. Respondents may create their own versions of these forms provided that they include all information on the original DHCD templates.
- Page limit maximums have been provided for each Exhibit. Required DHCD forms, resumes, organizational charts, audit reports and other appendixes do not count towards the page limits. Appendixes relevant to each Exhibit must be labeled according to the instructions below and placed at the end of the response narrative. There are no page limits for attachments.

Read the "Required Contents" for each Exhibit and related sub-exhibits thoroughly and carefully. Wherever possible, the Respondent should attempt to avoid duplication of responses by cross-referencing other relevant sections of the response.

Responses must be produced on 8-1/2 x 11 inch paper, with the exception of attachments. DHCD requires that no smaller than an 11 point font size and one inch margins be used. In the lower right hand corner of each page footer, Respondents should list the Exhibit number and pages must be consecutively numbered, i.e. "Exhibit 1-A, Page 1".

One signed original plus a thumb drive containing a complete copy of all response materials must be submitted by the deadline listed in this RFR.

Statements that merely "parrot" the language in this procurement document are considered inadequate. Phrases such as "standard procedures will be employed" or "well-known techniques will be used" do not provide any indication of the Respondent's ability to perform the required work.

### **5.2 Required Contents of Responses**

The table below provides a description of each required Exhibit and its contents. Respondents are strongly encouraged to keep narratives brief and to the point.

<b>EXHIBIT NO.</b>	<b>EXHIBIT TITLE</b>	<b>REQUIRED CONTENTS</b>
<b>Cover Sheet</b>	<b>Response Cover Sheet</b>	Complete and sign required “Response Cover Sheet” form.
<b>Exhibit One</b>	<b>Agency Management and Financial Capacity</b>	<b>10 page maximum limit</b>
Exhibit 1-A	Overview of Agency Mission, History and Governance Structure	Exhibit 1 is designed to present information on the Respondent’s overall management and financial capacity including its experience in the region that it proposes to provide RAA services. If a Partner agency is proposed, incorporate Partner agency information into all Exhibits, clearly delineating difference between Lead agency and Partner agency. Briefly describe organization’s mission, history, experience in the region proposed, and governance structure. If there is a Board, indicate the number of Board members and a description of how Board members are selected. Attach a listing of current Board members and their organizational affiliations as an Appendix with the label “Current Board Members”.
Exhibit 1-B	Overview of Programs Administered by Agency	Using the DHCD required form entitled “Overview of All Programs Administered by Respondent”, summarize the types of programs currently administered by the agency; the number of clients served and/or units of service provided by each program; and, if applicable, how these programs will relate to and/or benefit participants in DHCD’s Housing Program. Respondents may include a brief narrative to further explain or elaborate information provided on the required form.
Exhibit 1-C	Agency-Wide Organizational & Management Structure and Capacity	Include an organizational chart showing existing agency-wide <u>functional</u> units, and the total number of budgeted positions in each unit. Summarize qualifications of

<b>EXHIBIT NO.</b>	<b>EXHIBIT TITLE</b>	<b>REQUIRED CONTENTS</b>
Exhibit 1-D	Agency-Wide Financial Management and Internal Controls Overview	existing senior management including, but not limited to: CEO, CFO, General Counsel (if applicable), Voucher Program Director and other senior management Voucher/Rental Assistance staff. Attach resumes for senior management including all voucher program management team proposed for positions pursuant to the RFR as an Appendix with the label “Current and Proposed Management Team Resumes”.
Exhibit 1-E	Proposed Financial Management and Internal Controls for DHCD Rental Assistance Programs	Define the proposed financial management and internal control systems to be used to track all DHCD Rental Assistance Program revenue and expenses. Describe how agency will ensure that all DHCD Rental Assistance Program financial information is segregated and separately accounted for.
Exhibit 1-F	Sources and Uses Budget for Agency-wide Operations	Provide a consolidated sources and uses budget for current agency operations.
Exhibit 1-G	Third Party Reviews and Audits	Using the DHCD required form “Third Party Reviews and Audits”, summarize all pending, current or completed third party reviews and program or financial audits performed in the past three years – excluding those performed by or on behalf of DHCD - including identification of nature of review, time period, and nature and resolution of any findings. Specifically identify any issues related to the HCV/S8 program currently administered. If no findings, indicate this. Include the completed audit report for the most recent period as an Appendix and label it as “Audit Report”.

<b>EXHIBIT NO.</b>	<b>EXHIBIT TITLE</b>	<b>REQUIRED CONTENTS</b>
<b>Exhibit Two</b>	<b>Voucher and Rental Assistance Program Experience</b>	<b>10 page maximum limit</b>
Exhibit 2-A	Voucher Programs Currently Administered (Type, Units Authorized, Utilization Rates)	Exhibit 2 is designed to present information on Respondent’s voucher and rental assistance related program experience. Using DHCD required form “Voucher Programs Administered by Respondent”, summarize the program/voucher type, number of units authorized, and number of units under lease as of submission date of proposal.
Exhibit 2-B	Success Record and Innovation in the Provision of Rental Assistance	Briefly summarize Respondent’s successes and innovative practices in the implementation of its rental assistance/voucher programs.
Exhibit 2-C	Current Quality Control Processes and Results	Describe existing quality control procedures applicable to HCV/S8 that are designed to ensure the accuracy of program transactions, and compliance with HUD regulations and agency policies. Indicate whether there are written procedures in place for all HCV/S8 functional areas. Include specific information on the types of quality control activities that are undertaken and the outcomes of the quality control program.
Exhibit 2-D	SEMAP or Equivalent Performance for Most Recently Completed Year	Provide SEMAP scores by indicator for the most recently completed year, if applicable. Discuss any areas of deficiency and the corrective actions being undertaken or completed. Include HUD SEMAP confirmation letters as an Appendix and label “SEMAP Confirmatory Letters”. If SEMAP not scored, provide a summary of agency performance for most recently completed fiscal year on utilization, on-time annual or biennial recertifications, pre-

<b>EXHIBIT NO.</b>	<b>EXHIBIT TITLE</b>	<b>REQUIRED CONTENTS</b>
		contract HQS, on-time annual HQS inspections, FSS mandatory slot enrollment and FSS escrow participation.
Exhibit 2-E	Experience Providing Area Wide Housing Opportunities and Assisted Housing Linked with Supportive Services	Describe ongoing or recently completed program activities that a) provide voucher participants with area-wide housing opportunities, and b) that link housing with supportive services including but not limited to Family Self Sufficiency program initiatives. Describe agency’s philosophy and accomplishments related to assisting housing clients – including clients with special needs - to become self-sufficient and/or to live independently.
<b>Exhibit Three</b>	<b>Technical Proposal</b>	<b>15 page maximum limit</b>
Exhibit 3-A	Location, Description, Hours of Operation and Accessibility of Proposed Regional Office(s)	Exhibit 3 is designed to present the Respondent’s technical proposal to provide RAA Contractor services. Provide the location and a summary description of proposed office facilities for DHCD Rental Assistance Program activities. Describe the extent to which facilities are accessible for people with disabilities. Discuss availability of public transportation to program participants from all parts of the proposed DHCD region. Indicate the proposed hours of operation.
Exhibit 3-B	Approach to the Work/Understanding of DHCD’s Needs and Priorities	Briefly describe the approach and plan to be used by agency in the regional administration of the DHCD Rental Assistance Programs, and how agency’s other program operations may support effective operation of the DHCD Rental Assistance Programs. If applicable, narrative must clearly indicate any exceptions to the Scope of Services defined in DHCD’s RFR.



<b>EXHIBIT NO.</b>	<b>EXHIBIT TITLE</b>	<b>REQUIRED CONTENTS</b>
Exhibit 3-C	Proposed Organizational Structure for DHCD Programs: Direct and Indirect Staffing	Using DHCD required form “Proposed Organizational Structure for DHCD Rental Assistance Program”, provide information on the proposed organizational structure for DHCD Rental Assistance Programs. The form must identify all positions that have a direct or indirect role in the program administration including: organizational unit (i.e. Eligibility, HQS Inspections, Continued Occupancy, etc.); position titles; salary range; # of FTE and/or PT positions by job title; supervisory position; and, percent of time allocated to work on DHCD Rental Assistance Programs. An organizational chart and/or brief narrative may be included to accompany the required form. Include job descriptions for each position as an Appendix and label as “Proposed Job Descriptions”.
Exhibit 3-D	Proposed Staffing, Recruitment, Training and Professional Development Program	Using required DHCD form “Staffing, Recruitment and Training”, for each proposed position shown in the Proposed Organizational Structure form indicate: positions which are currently filled; minimum training and certification requirements for each position; whether current and proposed staff have already completed minimum training and certification requirements; estimated # of hours each year allocated to training for this position; and, if applicable, recruitment efforts to be used for the position. A brief narrative can be included to explain or enhance information presented in the required form. This must specifically identify any proposed training or certification requirements that are different than those defined by DHCD in the RFR and a justification for such exceptions. DHCD requires that all applicable Contractor staff achieve required minimum

<b>EXHIBIT NO.</b>	<b>EXHIBIT TITLE</b>	<b>REQUIRED CONTENTS</b>
Exhibit 3-E	Proposed Case Management Approach/Customer Service Program	training and certifications within one year of contract start date. If proposed staff have not already completed minimum training and certifications, the narrative must indicate the proposed actions to ensure completion within one year.
Exhibit 3-F	Proposed Housing Search, Fair Housing and Anti-Discrimination	Briefly describe the methods and strategies to be used to manage and streamline contacts between program applicants, participants and property owners with the agency. Where case management approach is to be used, describe how this will work. Describe what tools, programs and/or strategies will be deployed to promote quality customer service, to track client contacts and to track/resolve complaints.
Exhibit 3-F	Proposed Housing Search, Fair Housing and Anti-Discrimination	Briefly describe the methods and strategies to be used to assist applicants and movers with housing search, to encourage mobility and to promote fair housing. Describe the methods to be employed to ensure compliance with state and federal anti-discrimination and fair housing law and regulations.
Exhibit 3-G	Proposed Family Self Sufficiency Program Approach	Briefly describe the proposed FSS program including a description of intake and assessment processes, goal-setting, tracking of referrals and outcomes and the composition of a local Program Coordinating Committee or similar structure.
Exhibit 3-H	Proposed Quality Control Approach and Processes	Briefly describe proposed quality control procedures to ensure the accuracy of program transactions and compliance with HUD regulations and agency policies. Indicate whether there are or will be written procedures in place for all functional areas. Include specific information on the types of

<b>EXHIBIT NO.</b>	<b>EXHIBIT TITLE</b>	<b>REQUIRED CONTENTS</b>
		quality control activities to be undertaken, the staff responsible for each activity, and the proposed outcomes of the quality control program.
Exhibit 3-I	Proposed Integration with DHCD Information Technology Systems	Briefly describe the proposed approach to information technology including how agency will incorporate DHCD's current required software system (TSI software) into its operations.
Exhibit 3-J	Proposed Performance Monitoring and Reporting	Briefly describe how and on what frequency agency will track and monitor program performance. Indicate the methods used to inform senior management and the Board regarding performance on the DHCD contract. This information can be presented as a chart or table.
Exhibit 3-K	Proposed Fraud Prevention and Detection	Briefly describe the methods and strategies to be used to prevent and detect program fraud, waste and abuse.
Exhibit 3-L	Work Plan Milestones	Using the DHCD required form "Work Plan Milestones" provide completion dates for each of the listed milestone activities.
<b>Exhibit Four</b>	<b>Budget Information</b>	<b>5 page maximum limit</b>
Exhibit 4-A	Current Senior Management Salaries by Position	Provide a list showing full value of salaries and all benefits for the 5 highest compensated employees of agency.
Exhibit 4-B	Proposed Three Year Budget	Using the required DHCD form "Three Year Budget Form", list anticipated revenue and expenditures proposed for administration of the DHCD Rental Assistance Programs. If Respondent proposes to supplement DHCD funds with other funds, identify sources and uses. For purposes of preparing the three-year budget,

**EXHIBIT NO. EXHIBIT TITLE****REQUIRED CONTENTS**

Respondents must utilize the Projected CY13 Per Unit Administrative Fees by Region which are included as an Appendix. Respondents must factor in the projected per unit Information Technology costs that will be offset by DHCD from the administrative fees to be paid to Contractors.

**Exhibit Five Forms and Appendixes**

Each of the following required Commonwealth RFR Forms are incorporated herein by reference and published on the Forms & Terms tab of the Comm-PASS page for Solicitation Document Number **DHCD2012-02S**. The following list describes each document, and includes an action description for each. The RFR Forms that **SHALL** be returned as part of the response package are noted by the corresponding Action Description below.

<b>Document Description</b>	<b>Action Description</b>
Massachusetts Substitute W-9 Form	Complete form and submit with response package.
Contractor Authorized Signatory Listing	Complete form and submit with response package.
Certificate of Good Standing for a Non-Profit Organization	Submit with response package if Respondent is a non-profit organization.*
Certificate of Good Standing/Letter of Compliance	Submit with response package if Respondent is a quasi-government (aka quasi-public) organization.*
Authorization for Electronic Funds Transfer	Complete form and submit with response package <b>ONLY</b> if NOT previously executed.
Commonwealth Terms & Conditions	Complete form and submit with response package <b>ONLY</b> if NOT previously executed.
Standard Contract Form	FOR REVIEW: Execute <b>ONLY</b> upon contract award.

\*Certificate of Good Standing Web Site

<https://wfb.dor.state.ma.us/webfile/certificate/Public/Webforms/Welcome.aspx>

Individuals and businesses may use this Department of Revenue site to apply for a Certificate of Good Standing and/or Letter of Compliance.

## **6. EVALUATION OF RESPONSES**

### **6.1 Scoring and Award of Contracts**

Prior to evaluating proposals using the evaluation criteria, DHCD will conduct an initial review of responses. DHCD shall disqualify from further consideration any response which:

1. Is submitted after the response due date.
2. Does not meet the minimum threshold/eligibility criteria specified in the RFR.
3. Does not meet all material requirements specified in the RFR; however, DHCD may allow correction or clarifications to a submitted response. Only correction of minor informalities will be allowed such as clerical errors or insignificant mistakes that can be corrected without unfairly prejudicing other Respondents responses. Clarifications are allowed to explain what is stated in the response.
4. Indicates collusion or other unfair practices by Respondent.

Responses which are not disqualified will be scored under the evaluation criteria established in this Section. The responses which best satisfy the evaluation criteria will receive the highest scores. DHCD will award contracts to the Respondents whose responses receive the highest scores.

### **6.2 Evaluation Criteria: Management and Financial Capability**

Demonstrated capability of Respondent to establish and maintain the management and financial structures needed to operate DHCD Rental Assistance Programs (25 Points maximum):

- Experience and successful past performance in implementing programs similar in size and scale to that required by DHCD for the region;
- Experience and knowledge of the service delivery system, programs and resources available within the proposed region;
- Experience and qualifications of Respondent's overall management team and Board composition;
- Documentation of effective financial management systems and internal controls capacity; and,
- Potential of other Respondent administered programs to provide self sufficiency supports or other benefits to clients of DHCD Rental Assistance Programs.

### **6.3 Evaluation Criteria: Voucher Program Management Experience**

Demonstrated capability of the Respondent to manage a Housing Choice Voucher/Section 8 Program similar in scope and complexity to those described in the RFR (20 Points maximum):

- Experience and successful past performance of Respondent (and Respondent's team, if applicable) in the effective administration of the Housing Choice Voucher and, if applicable to the proposed region, Moderate Rehabilitation components as evidenced by utilization levels and other program performance indicators;
- Experience implementing innovative approaches to the provision of rental assistance programs;
- Experience and successful past performance in the coordination of programs and services that support participants in obtaining area-wide housing opportunities and moving to economic self-sufficiency (including a Family Self Sufficiency Program); and,
- Experience and successful past performance in working collaboratively with providers of supportive services and implementing strategies to assist special needs participants achieve successful tenancies.

### **6.4 Evaluation Criteria: Quality of Technical Proposal**

Extent to which the Respondent demonstrates: 1) an understanding of DHCD's scope of services; 2) a feasible approach to achieving key program goals, and 3) an effective methodology for accomplishing tasks in a timely and quality manner while meeting performance standards (25 points maximum):

- Extent to which Respondent has proposed accessible facilities in appropriate locations and appropriate office hours needed to fully service the diverse populations of the proposed region;
- Extent to which Respondent demonstrates a detailed understanding of and plan to implement the required scope of services;
- Extent to which Respondent proposes an effective case management, customer service program and/or other strategies to ensure provision of required services in a cost-effective and responsive manner;
- Extent to which Respondent proposes an comprehensive set of activities to promote successful housing search and to ensure compliance with fair housing and anti-discrimination laws and regulations;

- Extent to which Respondent proposes a Family Self Sufficiency program which incorporates innovative and effective policies and procedures to support program goals;
- Extent to which Respondent proposes a quality control program that promotes error reduction, consistent application of policies and accountability by staff at all program levels;
- Extent to which Respondent proposes a program that will be effective in preventing and detecting fraud, waste and abuse among program participants;
- Extent to which Respondent proposes effective systems and methods to ensure tracking, monitoring, and accountability for program performance indicators;
- Extent to which Respondent proposes sound and effective internal control and financial management systems for administration of proposed DHCD Rental Assistance Programs; and,
- Extent to which Respondent demonstrates ability to achieve required milestones on a timely basis.

## **6.5 Evaluation Criteria: Quality of Proposed Staffing Plan and Training Plan**

Extent to which the Respondent has established a feasible, efficient and effective staffing and training plan for administration of DHCD Rental Assistance Programs (20 Points maximum):

- Extent to which the Respondent has established a feasible, efficient and effective staffing plan that will result in the successful achievement of DHCD's required scope of services including providing coverage for all required tasks;
- Extent to which the Respondent has established a feasible, efficient and effective training plan that will facilitate hiring and retention of qualified staff;
- Extent to which proposed job descriptions reflect the scope of the work to be performed and include accountability and performance measures for all positions;
- Extent to which existing and proposed staff have qualifications, experience and training equivalent to those required by DHCD and necessary to perform the required work; and,
- Extent to which the Respondent has proposed a feasible and realistic plan to recruit and quickly fill vacancies and other temporary absences in order to avoid program disruptions and ensure a full complement of qualified staff.

## **6.6 Evaluation Criteria: Cost, Quality and Feasibility of Budget**

Extent to which Respondent demonstrates a budget that is reasonable and realistic relative to the work plan proposed for the required activities (10 Points maximum).

## **6.7 Site Visits/Oral Presentation**

Respondents may be asked to make an oral presentation if DHCD determines that such a presentation would be of assistance in evaluating a response. DHCD may elect to request a site visit to Respondents' existing rental assistance and/or other program operations.



## **7. TERMS, CONDITIONS AND CERTIFICATIONS**

### **7.1 Contract**

Selected Respondents will be required to enter into a contract with the Commonwealth of Massachusetts. The form of the contract is attached for illustrative purposes. DHCD reserves the right to modify the sample contract terms and conditions.

Contracts shall not be awarded to any Respondent whose previous business and/or performance indicate that it was not responsible. If DHCD is familiar with the Respondent and considers it to be responsible, then no formal analysis is required; however, if DHCD is uncertain as to the Respondent's present responsibility, a further review may be warranted to include an on-site survey and contacts with the Respondent's clients, and others, if necessary.

All awards and contracts are subject to appropriation and conditional upon the availability of funds from HUD to DHCD. All responses become the property of DHCD.

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.

### **7.2 Non-Collusion**

No Respondent shall engage in collusion with any other party for the purpose of inhibiting full, free and fair competition. This prohibition of collusion does not preclude the preparation of a joint response, provided any activity in anticipation of a joint venture is conducted in good faith.

### **7.3 Cancellation or Modification of Procurement**

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.

### **7.4 Debriefing**

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.

## **7.5 Miscellaneous**

**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.

**Anticipated Amount of Grant Funding** – The annual budget for the DHCD Rental Assistance Programs is established for MTW vouchers by formula pursuant to the MTW Agreement between HUD and DHCD. For non-MTW vouchers, annual budgets are based on Congressional Appropriations made pursuant to Annual Contributions Contracts between HUD and DHCD.

## **8. ATTACHMENTS**

- Attachment No. 1: DHCD Rental Assistance Programs by RAA Region
- Attachment No. 2: Performance and Transaction Standards
- Attachment No. 3: Training and Accreditation Standards
- Attachment No. 4: Participant File Protocol
- Attachment No. 5: Information Technology Requirements
- Attachment No. 6: Projected CY13 Per Unit Month Administrative Fees by Region
- Attachment No. 7: Glossary of Terms Used in the RFR

## 8.1 DHCD Rental Assistance Programs and Units by Region

Program	Region 1	Region 2	Region 3	Region 4	Region 5**	Region 6	Region 7	Region 8
MTW Tenant Based Vouchers	558	2181	788	3447	5777	2198	1280	2439
MTW Project Based Vouchers	42	336	57	103	363	76	101	60
S8 Mod Rehab	19	12	0	694	0	181	0	61
S8 Mod Rehab/SRO	0	19	0	44	56	53	0	0
VASH*	45	77	21	0	71	6	6	2
FUP*	9	21	20	33	14	12	9	20
FUP/AOP*	0	7	2	2	3	4	1	3
MS5	10	10	10	9	9	9	9	9
<b>TOTALS</b>	<b>683</b>	<b>2663</b>	<b>898</b>	<b>4332</b>	<b>6293</b>	<b>2539</b>	<b>1406</b>	<b>2594</b>

\*Indicates the number leased in each region as of July 1, 2012

\*\* Does not include units leased the City of Lynn

### Listing of Cities and Towns by Region:

<p><b><u>Berkshire County (Region 1)</u></b>            Adams            Alford            Becket            Cheshire            Clarksburg            Dalton            Drury            Egremont            Florida            Great Barrington            Hancock            Hinsdale            Housatonic            Lanesborough            Lee            Lenox            Lenoxdale            Mill River            Monterey            Mount Washington            New Ashford            New Marlborough            North Adams            Otis            Peru</p>	<p><b><u>North Shore (Region 2)</u></b>            Amesbury            Andover            Beverly            Billerica            Boxford            Bradford            Byfield            Chelmsford            Danvers            Dracut            Dunstable            Essex            Georgetown            Gloucester            Groveland            Hamilton            Haverhill            Ipswich            Lawrence            Lowell            Lynnfield            Manchester            Marblehead            Merrimac            Methuen</p>
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Pittsfield Richmond Sandisfield Savoy Sheffield Southfield Stockbridge Tyringham Washington West Stockbridge Williamstown Windsor	Middleton Nahant Newbury Newburyport North Andover Peabody Rockport Rowley Salem Salisbury Saugus Swampscott Tewksbury Topsfield Tyngsborough Wenham West Newbury Westford
<u><b>Cape &amp; Islands (Region 3)</b></u> Barnstable Bass River Bourne Brewster Buzzards Bay Cataumet Centerville Chatham Chilmark Cotuit Craigville Cummquid Dennis Dennisport East Dennis East Falmouth East Orleans East Sandwich Eastham Edgartown Falmouth Forestdale Gay Head Gosnold Harwich Harwichport Hyannis Hyannisport Marstons Mills Mashpee Menemsha Monument Beach Nantucket North Chatham North Falmouth North Truro Oak Bluffs Orleans Osterville	<u><b>Hampden, Hampshire &amp; Franklin Counties (Region 4)</b></u> Agawam Amherst Ashfield Belchertown Bernardston Blandford Bondsville Brimfield Buckland Charlemont Chester Chesterfield Chicopee Colrain Conway Cummington Deerfield East Longmeadow Easthampton Erving Feeding Hills Florence Gill Goshen Granby Granville Greenfield Hadley Hampden Hatfield Hawley Heath Holland Holyoke Huntington Indian Orchard Lake Pleasant Leeds

<p>Pocasset  Provincetown  Sagamore  Sagamore Beach  Sandwich  Siasconset  Silver Beach  South Chatham  South Dennis  South Harwich  South Orleans  South Wellfleet  South Yarmouth  Teaticket  Tisbury  Truro  Vineyard Haven  Waquoit  Wellfleet  West Barnstable  West Chatham  West Dennis  West Falmouth  West Harwich  West Hyannisport  West Tisbury  West Yarmouth  Woods Hole  Yarmouth  Yarmouthport</p>	<p>Leverett  Leyden  Longmeadow  Ludlow  Middlefield  Monroe  Monson  Montague  Montgomery  New Salem  Northampton  Northfield  Orange  Palmer  Pelham  Plainfield  Rowe  Russell  Shelburne  Shelburne Falls  Shutesbury  South Hadley  Southampton  Southwick  Springfield  Sunderland  Thorndike  Three Rivers  Tolland  Turners Falls  Wales  Ware  Warwick  Wendell  West Springfield  Westfield  Westhampton  Whately  Wilbraham  Williamsburg  Worthington</p>
<p><b><u>Metro Boston (Region 5)</u></b>  Allston  Arlington  Astor  Back Bay  Bedford  Belmont  Boston  Braintree  Brighton  Brookline  Burlington  Cambridge  Charlestown  Chelsea  Chestnut Hill  Dorchester</p>	<p><b><u>Central (Region 6)</u></b>  Ashburnham  Ashby  Athol  Auburn  Ayer  Baldwinville  Barre  Bellingham  Berlin  Blackstone  Bolton  Boylston  Brookfield  Charlton  Cherry Valley  Clinton</p>

<p> East Boston  Everett  Forest Hills  Franklin Park  Hyde Park  Jamaica Plain  Lexington  Long Island  Lynn  Malden  Mattapan  Medford  Melrose  Milton  Navy Yard  Newton  Newtonville  North Reading  Quincy  Reading  Readville  Revere  Roslindale  Roxbury  Roxbury Crossing  Soldiers Field  Somerville  South Boston  Squantum  Stoneham  Uphams Corner  Wakefield  Waltham  Watertown  West Roxbury  Wilmington  Winchester  Winthrop  Woburn  Wollaston </p>	<p> Douglas  Dudley  East Brookfield  Fiskdale  Fitchburg  Franklin  Gardner  Gilbertville  Grafton  Groton  Hardwick  Harvard  Holden  Hopedale  Hubbardston  Jefferson  Lancaster  Leicester  Leominster  Lincoln Village  Linwood  Lunenburg  Mendon  Milford  Millbury  Millville  New Braintree  North Brookfield  Northborough  Northbridge  Oakham  Oxford  Paxton  Pepperell  Petersham  Phillipston  Princeton  Rochdale  Royalston  Rutland  Shirley  Shrewsbury  Southborough  Southbridge  Spencer  Sterling  Sturbridge  Sutton  Templeton  Townsend  Upton  Uxbridge  Warren  Webster  West Boylston  West Brookfield  Westborough  Westminster  Wheelwright </p>
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	Whitinsville Wilksonville Winchendon Worcester
<u><b>Metro West (Region 7)</b></u> Acton Ashland Avon Boxborough Canton Carlisle Concord Dedham Dover Foxborough Framingham Holliston Hopkinton Hudson Lincoln Littleton Marlborough Maynard Medfield Medway Millis Natick Needham Norfolk Norwood Plainville Sharon Sherborn Stoughton Stow Sudbury Walpole Wayland Wellesley Weston Westwood Wrentham	<u><b>South Shore (Region 8)</b></u> Abington Acushnet Assonet Attleboro Berkley Brant Rock Bridgewater Brockton Bryantville Carver Cohasset Dartmouth Dighton Duxbury East Bridgewater East Freetown Easton Fairhaven Fall River Freetown Green Harbor Greenbush Halifax Hanover Hanson Hingham Holbrook Hull Humarock Kingston Lakeville Manomet Mansfield Marion Marshfield Mattapoissett Middleborough Monponsett New Bedford North Attleborough North Easton Norton Norwell Ocean Bluff Onset Pembroke Plymouth Plympton Randolph Raynham Rehoboth Rochester Rockland



	Scituate Seekonk Somerset Swansea Taunton Wareham West Bridgewater Westport Weymouth White Horse Beach Whitman
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## 8.2 Performance and Transaction Standards

	Area	Standard
1.	Lease-up	98% or greater of units authorized by DHCD are under lease.
2.	Selection from Waiting List	98% of families are selected from the waiting list according to provisions set forth in the DHCD Administrative Plan.
3.	Request for Tenancy Approval	RFTA submissions are processed within 15 calendar days.
4.	Determination of Adjusted Income	Income verification is properly completed for the correct determination of adjusted income and the appropriate utility allowance is used for certification of >90% of participant files.
5.	Correct Tenant Contributions	Family share of rent to owner is calculated correctly for 98% of participant files
6.	Pre-contract HQS Inspections	100% of newly leased units pass HQS inspections before the beginning date of the lease and HAP contract.
7.	Annual HQS Inspections	>95% of units under a HAP contract are inspected at least annually (unless alternative schedules are allowed under the Admin Plan)
8.	HQS Quality Control Inspections	Supervisor or other qualified person performs quality control HQS reinspections for sample of units under contract that meets DHCD minimum sample size.
9.	HQS Enforcement	100% of life-threatening HQS violations are addressed within 24 hours, extensions allowed, or HAP abated when appropriate.
10.		98% of other HQS violations are corrected within 30 days, extensions approved, or HAP abated when appropriate.
11.	Utility Allowance Schedule	Utility rate data reviewed within 12 months of prior review and adjusted, if appropriate, in accordance with the regulations.
12.	Payment Standards	Voucher payment standard schedule contains payment standards that are between 90 – 110% of Fair Market Rent (FMR) unless a higher or lower payment standard was approved by HUD.
13.	Reasonable Rent	Rent reasonableness documentation in accordance with the policies in the Administrative Plan is documented in the tenant file for 98% of units
14.	Rent Increase Processing	Rent increase requests are reviewed and processed within DHCD specified timetable.
15.	Reexaminations	Income of >95% of participating families is reexamined according to the Admin Plan requirements.
16.	Family Self Sufficiency	Mandatory FSS slots are filled and at least 30% of FSS families have escrow account balances.
17.	Form HUD 50058 Compliance	<ul style="list-style-type: none"> <li>Forms HUD PIC 50058 and PIC-MTW 50058 are transmitted to PIC within 60 days of all action types and corrections, with the exception of relocation Portabilities when the port-ins have not been removed from PIC50058 module by the sending PHA.</li> <li>Reporting in PIC for inspection dates – including both a) annual inspections and b) passed-inspection dates for new admissions and movers – must be monitored for conforming transmission within 30 days (or shorter with sufficient notice) of DHCD correction notification.</li> <li>Successful completion of actual transmissions and corrections</li> </ul>

	Area	Standard
		must be exhibited in PIC Submission or Data Collection submodules following error reports therein.
18.	Central Database First-Of-Month/VMS Compliance	<ul style="list-style-type: none"> <li>• All RAA staff must update data, process calculations and enter adjustments as close to “real time” as possible, but in no event more than 30 days from the relevant effective date.</li> <li>• Key program and fiscal processes must be scheduled and performed on a consistent monthly basis as follows:               <ol style="list-style-type: none"> <li>1. Update suppression codes</li> <li>2. Process new lease-ups</li> <li>3. Enter Adjustments to release or recoup prior-period subsidy amounts and capture retros by reporting period and any other adjustments in period to which they apply</li> <li>4. Other procedures as needed</li> </ol> </li> </ul>

### 8.3 Training and Certification Standards

Department	Position	Required Certification *
Administration	Exec Dir.	<ul style="list-style-type: none"> <li>• HCV Executive Management Certification</li> <li>• Project Based Accounting and Maintenance Certifications</li> <li>• Fair Housing &amp; Reasonable Accommodations Certification</li> <li>• HCV Financial Management Certification</li> <li>• Supervisory Management Certification</li> </ul>
	Deputy Director	<ul style="list-style-type: none"> <li>• HCV Executive Management Certification</li> <li>• HCV Financial Management Certification</li> <li>• Supervisory Management Certification</li> </ul>
Admissions	Admissions Manager	<ul style="list-style-type: none"> <li>• Supervisory Management Certification</li> <li>• HCV Eligibility Certification</li> <li>• Rent Calculation Certification</li> <li>• EIV Workshop and Training</li> </ul>
	Case Worker	<ul style="list-style-type: none"> <li>• HCV Eligibility Certification</li> <li>• HCV Rent Calculation Certification</li> <li>• EIV Workshop and Training</li> </ul>
Leasing	Leasing Manager	<ul style="list-style-type: none"> <li>• Supervisory Management Certification</li> <li>• HCV Occupancy Certification</li> <li>• HCV Rent Calculation Certification</li> </ul>
	Leasing Staff	<ul style="list-style-type: none"> <li>• HCV Occupancy Certification</li> <li>• HCV Rent Calculation Certification</li> </ul>
Inspections	Inspections Manager	<ul style="list-style-type: none"> <li>• Supervisory Management Certification</li> <li>• Advanced Inspection Certification</li> </ul>
	Inspector	<ul style="list-style-type: none"> <li>• Housing Quality Standards Certification</li> </ul>
	QC Inspector	<ul style="list-style-type: none"> <li>• Advanced Inspection Certification</li> </ul>
	Lead Based Paint Coordinator	<ul style="list-style-type: none"> <li>• Lead Based Paint Inspector Certification</li> </ul>
Continued Occupancy	Continued Occupancy Manager	<ul style="list-style-type: none"> <li>• Supervisory Management Certification</li> <li>• HCV Specialist Certification</li> <li>• HCV Rent Calculation Certification</li> <li>• EIV Workshop and Training</li> </ul>
	Continued Occupancy Case Worker	<ul style="list-style-type: none"> <li>• HCV Specialist Certification</li> <li>• HCV Rent Calculation Certification</li> </ul>
Project Based	Project Based Manager	<ul style="list-style-type: none"> <li>• Supervisory Management Certification</li> <li>• Project Based Accounting Certification</li> <li>• Project Based Maintenance Certification</li> </ul>
	Project Based Case Worker	<ul style="list-style-type: none"> <li>• HCV Specialist Certification</li> <li>• HCV Rent Calculation Certification</li> </ul>
Hearings	Hearing Officer	<ul style="list-style-type: none"> <li>• Hearing Officer Workshop Certification</li> </ul>
Finance	Finance Manager	<ul style="list-style-type: none"> <li>• Supervisory Management Certification</li> <li>• HCV Financial Management Certification</li> <li>• HCV Financial Accounting and Reporting Certification</li> </ul>
	Accountant	<ul style="list-style-type: none"> <li>• HCV Financial Accounting and Reporting Certification</li> </ul>

<b>Department</b>	<b>Position</b>	<b>Required Certification *</b>
Family Self-Sufficiency	FSS Coordinator	<ul style="list-style-type: none"> <li>• Supervisory Management Certification</li> <li>• FSS Certification</li> </ul>
	FSS Caseworker	<ul style="list-style-type: none"> <li>• FSS Certification</li> </ul>

*\*Commensurate and applicable experience may be substituted for the certification on a case by case basis as approved by DHCD*

*\* Certification refers to a Nan McKay, NAHRO, Quadel or equivalent training and certification program*

## 8.4 Participant File Protocol

### File Organization Protocol – Tenant Based Program (DRAFT)

<b>Tab 1: Recertification Documents</b>
<b>A. Current Recertification Cycle</b>
<ul style="list-style-type: none"> <li>● Regular Recertification               <ul style="list-style-type: none"> <li>○ Rent Letter</li> <li>○ Recertification Checklist</li> <li>○ Recertification Addendum</li> <li>○ Rent Calculation Sheet</li> <li>○ Rent Change Acknowledgement Form</li> <li>○ HUD-50058</li> <li>○ Family Certification</li> <li>○ Recertification Appointment Letter</li> <li>○ Verification Documents                   <ul style="list-style-type: none"> <li>▪ Welfare DTA Benefit letter</li> <li>▪ SS, SSI, then SSP letters (only if EIV is not available)</li> <li>▪ Wage Verification documents</li> <li>▪ Other income benefit verification forms</li> <li>▪ Unemployment Compensation</li> <li>▪ Verification of Full Time Student</li> <li>▪ Zero Income Certification and the Financial Hardship Worksheet</li> <li>▪ Verification Docs for applicable unreimbursed medical and child care expenses</li> <li>▪ Income/Expense Self Certification Form</li> <li>▪ Child Support/ Alimony Certification – DOR Printout</li> <li>▪ Asset Self-Certification (or verification of assets if applicable)</li> </ul> </li> <li>○ Authorization for Release of Information/Privacy Act (HUD-9886)</li> <li>○ General Authorization for Release of Info</li> <li>○ Request for Document letters</li> </ul> </li> <li>● If a client requests to move, Notice to Vacate</li> <li>● Interim Recertification occurring after regular recertification               <ul style="list-style-type: none"> <li>○ Interim Rent Letter</li> <li>○ Applicable Checklist</li> <li>○ Recertification Addendum</li> <li>○ Rent Calculation Sheet</li> <li>○ Rent Change Acknowledgement Form</li> <li>○ HUD-50058</li> <li>○ Supporting Documents for Interim                   <ul style="list-style-type: none"> <li>▪ Income Documents</li> <li>▪ Appointment or Document Request Letters</li> </ul> </li> </ul> </li> <li>● Tenant communication concerning reexamination</li> </ul>
<b>B. Two Previous Recertification Cycles</b> (Maintained in the same order as above)
<b>C. Initial Intake Documents</b>
<ul style="list-style-type: none"> <li>● Family Responsibilities</li> <li>● Rent Calculation Sheet</li> <li>● HUD Form 50058</li> <li>● Initial Rent Letter</li> </ul>

• Initial Briefing Letter
• Document Request Letter
• Proof of Income
• Authorization for Release of Information/Privacy Act (HUD-9886)
• Authorization of the Release of Info
• Eligibility Appointment Letter

<b>Tab 2: EIV Documents</b>
<b>A. EIV Income Reports</b>
• EIV Income Reports
<b>B. EIV Screening Documents</b>
• EIV: Existing Tenant Search
• EIV: Debts Owed and Adverse Termination

<b>Tab 3: Master Family Documents</b>
• Transfer Checklist
• New Admissions Checklist
• VAWA Client Notice
<b>A. Voucher, Change Forms, Reasonable Accommodations, and Letter of Good Standing</b>
• Voucher Extension (If applicable)
• Signed Original Voucher
• Family Composition Change Form (If applicable)
• Supporting Documentation for Family Change (If applicable)
• Disability Verification (If applicable)
• Reasonable Accommodation (If applicable)
○ Reasonable Accommodation Approval/Denial Letter
○ Live-in-Aide Information: Self-Certification
○ Verification of Reasonable Accommodation Form
○ Verification of Need for Live-in-Aide Form
○ Reasonable Accommodation Intake Sheet
<b>B. Identification Documents</b>
• Valid Photo Identification
• Proof of Social Security Number
• Proof of Birth Date
• Proof of Eligible Immigration Status
• Declaration of Citizenship
• Declaration of Eligible Immigration Status
• Proof of Name Change (If applicable)

<b>D. Initial Intake Documents</b>
• Debts Owed to PHA and Terminations (HUD 52675)
• CORI Request
• Determination CORI
• Special Program Referral Form (If applicable)
• HCV Eligibility Application Form
• HUD Supplement Sheet (HUD 92006)
• Pre-Application Form

<b>Tab 4: Notes, Other Correspondence, Portability, Special Programs &amp; Compliance</b>
<b>A. Notes</b>
• Each time a staff member completes a file action; the notes section must be printed and must include the initials of the staff person completing the file action, the date of the file action and the action completed.
<b>B. Portability</b>
• Port-In/Port Out <ul style="list-style-type: none"> <li>○ Portability Checklist</li> <li>○ Copy of all 52665s &amp; 50058s</li> <li>○ Fax Confirmation for all 52665s &amp; 50058s</li> <li>○ Original 52665 from IPHA</li> <li>○ Original HUD-50058 from IPHA</li> <li>○ Original Voucher from IPHA</li> <li>○ Correspondence with Initial PHA</li> </ul>
<b>C. FSS (unless DHCD maintains separate FSS files) Special Program Forms</b>
• FSS Contract
• All FSS related communications
• FSS Intake Documents (i.e. referral)
<b>D. Compliance Docs</b>
• Termination/Withdrawal Letters & Certified Mail documents
• Appeal Hearing Decision
• Supporting Evidence
• Pre-Term Letters
<b>E. Repayment Agreement</b>
• Copy of Agreement
• Documentation related to repayment



<b>F. Other Letters Outside of Recert/Interim Correspondence</b>
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<b>Tab 5: Leasing Information</b>
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<b>A. Current Owner and Unit Information</b>
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| <ul style="list-style-type: none"><li>• Owner correspondence related to owner compliance</li><li>• Lease Agreement</li><li>• Lease Addenda</li><li>• HUD Tenancy Addendum</li><li>• HAP Contract</li><li>• Proof of Ownership</li><li>• EIN/Tax ID</li><li>• Additional Management Agreements (if applicable)</li><li>• Certified Agent Contract (if applicable)</li><li>• Lead Based Paint Certification: Tenant</li><li>• RFTA</li><li>• VAWA Owner Notice</li><li>• Authorization for Direct Deposit (Including copy of cancelled check)</li><li>• Agent Authorization</li><li>• W-9</li><li>• Leasing Packet Checklist</li></ul> |
|--|

<b>Tab 6: Inspections</b>
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<b>A. Regular and Interim Inspection Documents for Current Unit</b>
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|--|
| <ul style="list-style-type: none"><li>• Inspection related correspondence between tenant or owner for the last three years</li><li>• Inspection Form, Checklist, and the corresponding Approval/Failure Notice for each inspection for the current unit within the last three years</li><li>• Unit Features and Amenities</li><li>• Initial Inspection Approval Notice</li><li>• Abatement Forms and Letters</li></ul> |
|--|

## 8.5 Information Technology Requirements

DHCD requires that all RAA Contractors utilize DHCD-authorized licensed software for automation of critical program functions including all information required to produce HAP and UAP checks and to generate the HUD Form 50058 and HUD Form MTW-50058. The current system authorized by DHCD is provided under license from Tracker Systems Inc. (“TSI”). Each selected Respondent will be required to obtain a license from TSI and install TSI software on a dedicated server procured by Respondent; to make any necessary modifications to desktop workstations to accommodate TSI software; to train program staff in TSI software functionality; and, to establish training and quality control systems to ensure the accuracy and validity of data entered into the TSI software system. Other related considerations and/or requirements include:

- RAA Contractors may be required to maintain a Test system for TSI software.
- RAA Contractors must maintain minimum hardware and software requirements documented by TSI.
- RAA Contractors must pay for any vendor’s time beyond that which is covered by DHCD’s agreement with vendor.
- RAA Contractors may not utilize TSI software for programs that are not supported under DHCD’s agreement with vendor including MRVP, Client Management System and non-DHCD funded programs.
- RAA Contractors may not use a third party software if similar is available via the vendor.
- RAA Contractors may be required to participate in quarterly testing on in-house systems and/or at vendor specified locations.
- RAA Contractors may be required to participate in developing specifications for Housing Tracker enhancements.
- RAA Contractors may not allow data to be viewed, given or used with any other third party software or mechanism.
- RAA Contractor may not show or share views/screens/documentation/software from vendor to any other party without written permission from vendor and DHCD.

### **TSI Software System**

**Tracker Section 8** – consists of multiple applications that allow the user to update, track, and process information from nine Regional Administering Agencies for federal Section 8 and state funded rental assistance programs. Modules include:

#### **Section 8 Waiting List Menu**

- Applicant view to update applicant information by Program, including Member, Income, Assets and Deductions

- Import process that allows users to download selected applicant records from the SWWL
- Perform Action Batch and Single to update and track Applicant statuses
- Export process that allows users to upload changes in applicant information to the SWWL
- Calculation process to create and download records for regular 50058 and MTW 50058
- Ability to track current Applicant address information separately from proposed unit address information.
- Imaging and Scanning of applicant documents
- Applicant Reports Menu
- Integrates with the Section 8 Main Menu

#### Section 8 Main Menu

- Tenant , Unit and Owner Views to update leased tenant information, including Member, Asset, Income and Deductions
- Move In from the Waiting List and Move In Simple processes to create new tenant records
- Move Out process to terminate tenants
- RFTA (Inspection Transfer) and Transfer Unit Processes to move tenants to new units
- Flexible suppressions
- Calculation process to create records for multiple programs including regular Section 8 VO and MR program codes, state funded programs and 6 customized MTW calculation types
- Imaging and Scanning of tenant documents
- Tenant Reports Menu
- MTW/FSS Addendum view and 50058 record functionality
- Flexible Escrow Tracking functions
- First of Month (FOM) reporting functions, including Reports by Center
- Custom Tenant, Unit, and Owner fields that expand the data collection capacity of the tenant record
- Other Contact tracking functions
- Project Based Unit tracking functions
- Web services to upload database information to the Central Database

#### Section 8 Inspections Menu

- Inspection Maintenance View to enter, update and track unit inspections for multiple programs
- Perform Action Single and Batch to update inspection information and print documents
- Inspection Scheduling features for Annual HQS inspections by Last HQS Inspection Date
- Inspection Mapping process that utilizes unit GPS information to locate and schedule units for inspection
- Inspection Reports Menu
- Imaging and Scanning of inspection documents

#### Section 8 Check Processing Menu

- Balance menu that provides detailed reports used to analyze monthly check processing amounts
- Monthly process to update tenant information from 50058 calculations
- Check Processing for all Section 8 programs, including state-funded programs, which makes monthly Housing Assistance Payments to property owners and tenants based 50058 calculations.
- Customized Check formats, Positive Pay, Direct Deposit and GL transfer processes
- First of Month process to report leasing status and subsidy expenses for active tenants based on suppressions
- Void Checks, Hand Checks, Check Reconciliation
- 1099 Reporting functions

#### Section 8 PIC Processing Menu

- Import PIC Adhoc reports into Central Database
- Process files with CD tenant data
- Export PIC data by RAA
- Upload PIC data into RAA local system
- Generate customized PIC reports

**Tracker Client Management System** – consists of a series of views that allow the user to track basic information regarding the HOH of a family and process payments from multiple funding sources.

- Client view
- HCEC Download
- Flexible Funding Source Track
- CMS Check Processing

- Reports Menu

**Tracker Central Database** - centralized database used for First of Month (FOM) and tenant reporting for the Section 8 Housing Choice Voucher program. RAA tenant data is updated daily via web services.

- DHCD CD Menu
- First of Month (FOM) Reports
- Central Database Financial Information System

**Section 8 Waiting List** –web based application for maintaining the Section 8 Housing Choice Voucher Waiting List

- Applicant view that allows users to enter and update Section 8 HCV and Project Based waiting list information.
- Select and download applicants by RAA and program
- Interfaces with Tracker WL via export process that updates SWWL applicant records when they are changed on the local RAA

**Tracker Web 50059** – web based application for creating, updating and uploading 50059 tenant records administered by multiple LHAs across Massachusetts.

Tenant Module:

- Tenant View to update leased tenant information, including Member, Income, Assets and deductions
- Create New Tenant process
- Upload 59s process
- Create 59s process
- Download 59s process
- Reports menu

Project Module:

- Create New Voucher process
- Download voucher process
- Reports menu

In addition to providing support, training and maintenance for and enhancements to the software modules indicated above, TSI also provides the following additional support and database administration services:

**Tracker Server Environments in Cloud (remote.trackersys.com)**

Tracker Web 50059

DHCD Central Database

DHCD State Wide Waiting List

**DHCD Virtual Private Cloud (DHDVM)**

5 user licenses for terminal services for DHCD users to access Tracker cloud applications listed above

**Test Systems**

DHCD Central Database (test.trackersys.com)  
Hands-on Testing Environment  
HAC Test on the Cloud  
Tracker Web 50059 Test  
DHCD State Wide Waiting List  
DHCD Test Environment

**Client Cloud Environments**

CMHA Tracker for HomeBASE  
FCRHA Tracker for HomeBASE and RAFT

**TSI Training Room**

SQL Server system for training  
15 Laptops  
Overhead projection system  
Printing, Scanning and Imaging equipment

## 8.6 Projected CY13 Per Unit Month Administrative Fees By Region

The chart below provides projected administrative fees by region for Calendar Year 2013. Final administrative fees will be based on DHCD’s approved budget and may differ from these projections. Also, DHCD may provide higher administrative fees for special unit types such as the “little MTW program” units operated in Regions 5 and 6. The projected fees – less the per unit month Information Technology cost - must be used in developing the required three-year budget for submission with RFR responses.

Also shown below are projected per unit monthly Information Technology costs for Calendar Year 2013. Actual costs for Information Technology may differ from these projections. DHCD shall offset the per unit month administrative fees paid to Contractors to reflect costs associated with Contractor usage of the TSI system.

<b>Region</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
<b>Per Unit Month Fee</b>	\$73.47*	\$67.46	\$79.99*	\$67.46	\$75.06	\$67.46	\$75.06	\$67.46
<b>Per Unit Month I.T. Cost</b>	\$1.972	\$1.972	\$1.972	\$1.972	\$1.972	\$1.972	\$1.972	\$1.972

\*Fees for these regions reflect a special per unit month adjustment based on regional program size.

## **8.7 Glossary of Terms Used in RFR**

**CORI** – Criminal Offender Records Information  
**DHCD**- Massachusetts Department of Housing and Community Development  
**EIV** – HUD’s Enterprise Income Verification system  
**EV** – Enhanced Voucher  
**FSS** – Family Self Sufficiency Program  
**FUP** – Family Unification Program  
**HAP** – Housing Assistance Payments  
**HCV** – Housing Choice Voucher Program (also known as Section 8)  
**HQS** – Housing Quality Standards  
**HUD** – United States Department of Housing and Urban Development  
**LEP** – Limited English Proficiency  
**MRVP** – Massachusetts Rental Voucher Program  
**MTW** – Moving to Work Demonstration Program  
**PBV** – Project Based Vouchers  
**RAA** – Regional Administering Agency  
**RFTA** – Request for Tenancy Approval form  
**RFR** – Request for Responses  
**SWWL** – State Wide Waiting List  
**TSI** – Tracker Systems Inc.  
**SEMAP** –Section 8 Management Assessment Program  
**UAP** – Utility Assistance Payments  
**VASH** – Veterans Affairs Supportive Housing  
**VAWA** – Violence Against Women Act