



## RFP QUESTIONS AND MASSHOUSING RESPONSES

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Below are responses to questions received during the question period for the Strategic Framework RFP, as well as answers to questions asked during the Bidders Conference.

**What decision-making tools is MassHousing using currently?**

MassHousing uses a variety of channels for decision-making, depending on the type and scope of the issue. At the Board level, investment proposals follow a standard review and approval process. Within Agency leadership, decisions are discussed and resolved through regular Executive and Senior Leadership meetings. At the same time, we recognize there is an opportunity to further streamline and standardize how new opportunities are reviewed and advanced. As part of this engagement, we are interested in learning about best practices and tools that could help us strengthen consistency and efficiency across our decision-making processes.

**Standard Services Agreement. We were able to find, on MassHousing's website, MassHousing's standard Contract for Services. Is this the same as the Standard Services Agreement mentioned in the RFP?**

Yes. The agreement can be found [here](#).

**Will MassHousing provide the selected vendor with the “up to six external stakeholders” to be interviewed in Phase 2, or should bidders assume that bidders will make recommendations on whom to interview?**

MassHousing will provide them to the selected vendor.

**In the RFP MassHousing outlines “provide a list of at least three (3) companies that MassHousing can contact as references...” Is MassHousing willing to receive public sector agencies (e.g., government agencies or housing authorities) as references instead of ‘companies’?**

Yes.

**Does MassHousing have an expected cost or not to exceed cap for the price of this engagement? Does MassHousing expect deliverable based pricing as the invoicing method for this engagement, or fixed fee monthly invoicing?**

There is no specified cap. We typically use fixed fee monthly invoicing for these types of engagements.



## REQUEST FOR PROPOSAL

### Strategic Framework Process

**Is MassHousing amenable to proposals that condense the requested six-month timeline for the engagement to, for example, four or five months? What does MassHousing see as the biggest risk to finishing the project within six months or a shorter timeline?**

A shorter timeline is acceptable. One of the challenges will be completing the stakeholder interviews, facilitated sessions with MassHousing leadership and getting feedback on deliverables, as we will have to coordinate with the Executive and wider Senior Leadership teams. Onboarding, kickoff and initial stakeholder interviews will likely take at least 2 months to complete.

**Could MassHousing confirm whether the contract is expected to be structured as fixed price or time and materials?**

We typically do fixed price contracts for engagements.

**Could MassHousing clarify the level of detail expected with pricing? For example, should the vendor include a cost breakdown by task, role, or phase?**

Phase is an acceptable level of detail, but more granularities will help us understand your approach better.

**In Phase 3: Strategic Framework and Priority Development, MassHousing requests recommendations on resource allocation and team structure. Could the Agency clarify whether it is requesting a high-level overview, or more specific guidance on recommended roles and responsibilities?**

This would be higher level.

**Could MassHousing confirm whether the work is expected to be performed remotely, and whether any on-site travel is anticipated or allowable under the contract?**

On-site travel is anticipated for group facilitated sessions and presentations to Agency leadership. Interviews can be done remotely. We are a hybrid Agency and people are typically in the office Tuesday and Thursday, so virtual meetings and check ins will be part of the engagement structure.

**Is MassHousing open to creative approaches to stakeholder engagement and interviewing that would shorten the proposed timeline of the project?**

Yes. Respondents should outline their proposed approach, however, a faster timeline than 6 months is not required.