Massachusetts Housing Finance Agency

One Beacon Street
Boston, MA 02108

REQUEST FOR PROPOSAL

FOR

AI Adoption & Microsoft Copilot Enablement Services

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I. STATEMENT OF PURPOSE

MassHousing is requesting proposals pursuant to this Request for Proposals ("RFP") for a consultant to enter into a contract for AI Adoption & Microsoft Copilot Enablement services. The services for which MassHousing is requesting proposals are described in Section III Scope of Services.

MassHousing has established a strong foundation for responsible artificial intelligence (AI) adoption through multi-year efforts in policy development, governance, data readiness, and early-stage implementation. A brief history outlining key accomplishments is as follows:

- Beginning in Fiscal Year (FY) 24[1], MassHousing implemented the Agency's Generative AI Policy to build organization-wide awareness and set guardrails around emerging platforms and technologies.

- In FY25, MassHousing enhanced its policy by including a governance framework for proposed solutions with AI integration. In addition, Microsoft Copilot was evaluated as the standard enterprise AI platform and a parallel data management effort was identified and leveraged as a key component in development of AI related data readiness.

- In FY26, MassHousing formalized governance with the creation of the AI Planning Team and validated its AI evaluation processes with the successful onboarding of AI integrated platforms. The AI Planning Team completed its evaluation of Microsoft Copilot and recognized it as the official enterprise AI platform, kicking off an ongoing pilot program with representation from all business lines. This pilot introduced initial training requirements, and the Planning Team is gathering user feedback to enhance future training, understand user experience, and build an inventory of use cases.

As MassHousing enters FY27, AI goals are driven by the strategic priority to *Expand Responsible AI Adoption Across the Agency*. This priority is defined at the Executive level, demonstrating MassHousing's dedication to providing staff with modern AI technology to support daily work and its mission. To support this priority, our primary FY27 goal is to build on our existing foundation and provide all MassHousing staff with access to Microsoft Copilot, while ensuring the platform is utilized responsibility and delivers positive impact to business operations.

II. BACKGROUND

MassHousing is a self-supporting, independent state agency established in 1966 to provide mortgage financing and related services for affordable housing in Massachusetts. The agency raises capital through the issuance of taxable and tax-exempt bonds and is structured around six main business lines: Rental Business Development, Rental Underwriting, Rental Management,

[1] MassHousing's fiscal year runs from July 1st – June 30th.

Home Ownership Lending, Home Ownership Production, and Home Ownership Servicing & Operations. Support functions include legal, IT, and finance.

Key Business Areas

- **Rental Management** oversees multifamily portfolios and the Housing Stability Department, ensuring regulatory and subsidy compliance, and provides contract administration services, including for HUD.
- **Home Ownership Servicing & Operations** manages a portfolio of loans for first-time and qualified homebuyers originated through MassHousing's network of lenders.
- **Mortgage Insurance Fund (MIF)** serves as a primary mortgage insurer for MassHousing loans and is recognized by Fannie Mae, Freddie Mac, and local financial institutions.
- **Massachusetts Community Climate Bank (MCCB)** supports decarbonization in the residential housing sector, focusing on low- and moderate-income multifamily and single-family properties.

For more, visit www.MassHousing.com or MassClimateBank.com. Key financial documents and reports are available on the MassHousing Investor Page.

III. SCOPE OF SERVICES

Overview

MassHousing seeks a qualified consultant to support the successful deployment of Microsoft Copilot enterprise wide. Responsible use and building user knowledge and expertise are key objectives, and the selected vendor is expected to assist with further policy and strategy development and the implementation of required programs and plans to support these objectives.

MassHousing's M365 tenant is GCC. This will need to be taken into consideration throughout the services requested, ensuring training content and material represent the features currently available to GCC customers. MassHousing's M365 license is G5, which includes Microsoft Copilot Basic but not the Premium version. Exploring the use of the Premium version as an option is incorporated into the services outlined.

MassHousing recognizes employees have access to AI systems that are sanctioned through the official evaluation process and some that are not. Though the primary focus of the services requested is Microsoft Copilot enablement, other AI platforms and integrations should be considered throughout the engagement to ensure employees apply responsible use to AI services in general.

Qualifications

MassHousing is seeking to engage a qualified vendor to deliver Microsoft Copilot enablement services. This is demonstrated with the following qualifications:

- Designation as a Microsoft Solutions Partner for AI Business Solutions and/or Security
- Attainment of the Microsoft 365 Copilot Specialization

Respondents should confirm they meet these qualifications and provide supporting evidence in their response or be prepared to provide upon request.

Objectives

The engagement will focus on achieving the following objectives:

1. Refine MassHousing's Existing AI Adoption Strategy
   MassHousing aims to strengthen its AI adoption strategy by refining existing plans and aligning them with the evolving AI landscape. Working closely with the AI Planning Team, this effort will center on defining responsible AI use and enhancing current policies and governance structures. These improvements will guide informed decisions on AI tools, leveraging data readiness evaluation as a key factor.

2. Develop Microsoft Copilot Deployment Plan
   To support MassHousing's FY27 goal of deploying Microsoft Copilot enterprise-wide, a structured and measurable deployment plan will be developed. This plan will incorporate insights from broader AI strategy work and include essential programs such as training, communication, and a champions network. Together, these elements will ensure an effective, transparent, and well-coordinated rollout.

3. Develop an AI Champion Program
   MassHousing will establish a structured AI Champion Program to strengthen AI leadership across business lines. Working with the AI Planning Team, this effort will define clear roles, responsibilities, and frameworks that empower champions to guide adoption and provide meaningful feedback. Through thoughtful selection, preparation, and engagement, champions will play a central role in identifying opportunities for Microsoft Copilot and shaping continuous improvement.

4. Develop a Microsoft Copilot Training Program
   MassHousing will develop a comprehensive AI training program focused on responsible use and building the skills needed to work safely and effectively with Microsoft Copilot. This effort will create targeted training tracks, supporting both existing staff and new employees through live, in-person, and self-service formats. Together, these resources will establish a consistent, scalable learning framework that evolves alongside MassHousing's AI capabilities.

5. Execute Plans and Programs
   MassHousing will move from planning to execution by operationalizing its refined AI strategy across governance, responsible-use practices, and updated policy. This work includes deploying Microsoft Copilot enterprise-wide, launching the AI Champion Program, and delivering comprehensive training to all users. Ongoing monitoring and support will ensure alignment, measurable progress, and continual improvement across all initiatives.

Services

To meet each objective, the vendor is expected to provide the following services:

1. Refine MassHousing's Existing AI Adoption Strategy

- Partner with the AI Planning Team to further develop and refine the existing strategy, ensuring a dynamic approach to evolve as the AI landscape changes
- Assist the AI Planning Team in defining what "responsible use" of AI means for MassHousing and use this as an anchor for strategy development and decision making
- Partner with the pilot team, utilizing documented feedback and use cases to strengthen the strategy's foundation with MassHousing-specific user experience and utilization
- Review the existing Generative AI Policy and provide feedback and recommendations to enhance based on MassHousing's AI related goals and industry trends
- Review MassHousing's existing AI governance approach and work with the AI Planning Team to fill gaps and develop and implement a robust governance structure
- Review MassHousing's current data management posture and Microsoft delivered AI data readiness reporting to determine the validity of including Microsoft Copilot Premium as a product option, and if so, incorporate a request and approval process for user access to the Premium version

2. Develop Microsoft Copilot Deployment Plan

- Based on the primary FY27 goal to deploy Microsoft Copilot enterprise-wide, develop and document a deployment plan to accomplish this goal
- Ensure deployment plan is measurable and progress is efficiently and effectively tracked and reportable
- Consider factors discovered and developed through strategy development efforts as the foundation for deployment planning, ensuring these are incorporated throughout
- Include development and execution of supporting programs and plans, including a champions program, training program, and others as required

- Develop a robust communication plan, utilizing all available communication vectors MassHousing has available

3. Develop an AI Champion Program

- Partner with the AI Planning Team to develop the required roles and responsibilities of an AI champion at MassHousing
- Create a framework for champions to follow, ensuring AI-related leadership, communication, governance, and support are incorporated
- Prepare champions for future responsibilities, including identification of processes in their business lines that can benefit from Microsoft Copilot services (agentic, non-agentic, etc.)
- Develop and implement an intake process to allow champions to provide feedback, ideas, and recommendations as representatives of their business lines
- Leverage the IT Planning Team and business line leaders in conjunction with pilot usage data to identify AI champion candidates and recruit

4. Develop a Microsoft Copilot Training Program

- Partner with the AI Planning Team to develop a training curriculum that focuses on responsible use and building the necessary expertise to use Microsoft Copilot safely and effectively
- Develop individual training tracks, including an AI Champion track, Microsoft Copilot Basic track, and a Microsoft Copilot Premium track
- Develop training content to support the individual tracks, with the intention of training users in live-online and in-person formats
- Develop a training track and content to support new employees and integrate into the onboarding process
- Develop approach to drive Microsoft Copilot usage and confidence, utilizing innovative outreach and offerings, including newsletters, surveys, tips & ticks, and prompt-a-thons
- Utilize available and/or recommend training platforms to build a library of self-service online training to reinforce responsible use and continue to hone the skills necessary to utilize this tool as it evolves

5. Execute Plans and Programs

- Implement refined AI strategy updates, ensuring governance, responsible-use definitions, and policy enhancements are operationalized

- Execute the enterprise-wide Microsoft Copilot deployment plan, coordinating rollout activities, progress tracking, and communication efforts
- Launch and manage the AI Champion Program, enabling champions to fulfill defined roles, follow established frameworks, and provide structured feedback
- Deliver all Microsoft Copilot training tracks and materials, facilitating live, in-person, and self-service learning to build responsible and effective use
- Monitor and support execution of all programs, ensuring alignment, continuous improvement, and measurable outcomes

Artifacts and Deliverables

The selected vendor will be responsible for producing the following artifacts as part of the AI Adoption & Microsoft Copilot Enablement engagement. All artifacts must be delivered in formats that allow MassHousing full ownership, long-term accessibility, and the ability to update materials independently.

1. AI Strategy & Governance Artifacts

- Refined AI Adoption Strategy
  A comprehensive, forward-looking strategy that incorporates feedback from MassHousing's AI Planning Team, includes updated principles for responsible use, and aligns with industry trends and evolving AI capabilities
- AI Adoption Roadmap
  A comprehensive roadmap outlining phased activities, dependencies, timelines, and maturity milestones across strategy refinement, governance evolution, Copilot deployment, staff enablement, and continuous improvement. The roadmap should serve as a long-term guide for MassHousing and must be structured in a way that supports annual planning and incremental scaling of AI capabilities
- Responsible AI Use Definition & Guidance Package
  A clearly articulated definition of responsible use tailored to MassHousing, including examples, decision criteria, and operational guidance for staff
- Updated Generative AI Policy Recommendations
  A set of recommended updates to enhance the existing policy, including governance, risk management, and alignment with organizational goals
- AI Governance Framework
  Documentation outlining roles, responsibilities, processes, and governance structures, including evaluation workflows for AI tools and Microsoft Copilot Premium access considerations

2. Microsoft Copilot Deployment Artifacts

- Enterprise-Wide Deployment Plan
  A detailed, measurable plan that outlines rollout phases, readiness requirements, technical dependencies, communication touchpoints, and progress-tracking metrics
- Deployment Progress Dashboard Templates
  Reusable dashboards or reporting templates for tracking deployment progress, adoption metrics, and business outcomes
- Enterprise Communication Plan
  A multi-channel communication strategy, including messaging, timelines, awareness campaign materials, and stakeholder engagement assets

3. AI Champion Program Artifacts

- AI Champion Role & Responsibility Framework
  A documented structure that defines expectations, leadership responsibilities, communication duties, and governance participation
- AI Champion Operational Playbook
  A guide outlining workflows, use-case identification methods, feedback intake processes, and engagement expectations
- Champion Recruitment & Selection Guidelines
  Criteria, process documentation, and tooling for identifying and recruiting champions across business lines
- Champion Tools & Templates
  Intake forms, process documentation templates, use-case evaluation forms, and feedback submission workflows

4. Microsoft Copilot Training Program Artifacts

- Training Curriculum Blueprint
  A structured curriculum defining the scope, prerequisites, learning objectives, and intended audiences for each training track:
  - AI Champion Track
  - Microsoft Copilot Basic
  - Microsoft Copilot Premium
  - New Employee / Onboarding Track

- Training Content & Materials
  Slides, instructor guides, quick-reference sheets, demonstrations, hands-on exercises, and scenario-based learning tailored to MassHousing operations
- Self-Service Learning Library
  Digital training modules, articles, reference guides, and resource lists suitable for distribution via MassHousing's preferred LMS or intranet
- Ongoing Engagement Materials
  Templates and content for newsletters, surveys, usage tips, and "prompt-a-thon" events designed to reinforce adoption and responsible use

5. Program Execution & Monitoring Artifacts

- Implementation Plan for All Programs
  A consolidated execution plan for strategy rollout, Copilot deployment, the champion program, and training delivery
- Performance & Adoption Metrics Framework
  KPIs, data collection methods, reporting templates, and success measures to track the effectiveness of training, adoption, and responsible use
- Post-Implementation Review & Recommendations
  A documented assessment of program execution outcomes, lessons learned, and recommendations for MassHousing's continued AI maturity

IV. CONTENT OF PROPOSALS

This RFP is designed to elicit all information considered essential to evaluating each proposal. There is no intent to limit the content of the proposals. Respondents may include such additional information as may be appropriate, or offer alternate solutions, but should not exclude any information requested in this RFP.

In support of MassHousing's longstanding commitment to confront the housing challenges facing the Commonwealth to improve the lives of its people, MassHousing will prioritize organizations who align with the Agency's mission and values.

All proposals should contain the following information:

A. Transmittal Letter/Firm Description/Executive Summary

Proposals must be accompanied with a transmittal letter on company stationery or letterhead and signed by an individual legally authorized to bind the company. The transmittal letter should identify the individual(s) involved in preparing the proposal, as well as a single point of contact for the company. The transmittal should contain or be accompanied by a detailed description of

the firm (including background on the firm's financial stability) as well as a summary of the contents of the proposal.

MassHousing is an equal opportunity employer and seeks to provide procurement, contracting and employment opportunities for all. It is MassHousing's mission to confront the housing challenges facing the Commonwealth to improve the lives of its people. The Commonwealth faces an unprecedented challenge in housing supply and seeks to expand the affordable housing delivery system. We encourage responses from entities which describe strategies to actively promote and recruit vendors, workers, and contractors that have not previously had access to such opportunities. Responses that describe the benefits of direct, specific, and measurable access to employment and contracting opportunities created by the proposed project will be favorably reviewed.

B. Experience and Qualifications

Proposals should describe the relevant experience of the firm and of the key personnel that will be providing the services. Relevant experience includes not only services similar to those being sought by MassHousing but also any past experience with entities similar to MassHousing. Identify and provide a description of any prior or current engagements with MassHousing, either directly, indirectly, or through an affiliated entity. If there are no prior or current engagements, indicate "no prior or current engagements with MassHousing."

C. Culture and Values

Please provide the following information about your organization's culture and values.

Your Company

1. Describe your own organization's activities that reflect your commitment to equal opportunity and fairness, and the impact, if any, it has on your organization's competitive position.
2. Provide a summary of your organization's leadership and governance structure, including how your leadership team and board composition reflect or support the broader goals of your organization.
3. Describe how your employees engage in volunteerism, community service, or charitable efforts. Include any organizational support or recognition for such involvement.
4. Share any partnerships or collaborations your organization maintains with local businesses, local nonprofits, public agencies, or community-based organizations aligned with housing, economic development, or social impact.
5. Outline any sustainability or environmental stewardship policies your organization follows (e.g., energy-efficient practices, green construction, environmental certifications).

6. Highlight any measurable impacts your organization has had in promoting positive social or community outcomes, including client feedback, external recognitions, or internal reporting processes.

Your Vendors/Consultants/Suppliers

1. Describe any strategies you employ to expand the number and/or variety of vendors you utilize in your own business.

2. Provide a breakdown of your ten largest categories of vendor, consultant, or supplier purchases over the past three years. For each category, include:
   - Total dollar amount or percentage of spend
   - Percentage of vendors that represent first-time engagements

Example:

Category	Total $ / % Spend	% First-Time Engagements
Example	$500,000 / 15%	40%

3. Identify any spending goals, new partnerships, underutilized and/or underrepresented vendors or procurement strategies your organization is pursuing to increase opportunities for new or underutilized vendors, consultants, or suppliers.

D. References

Please provide a list of at least three (3) companies that MassHousing can contact as references for which the respondent has provided similar services within the past three years, including:

1. Name, address, phone number and website address of each company.

2. General description of the engagement; and

3. Contact name and telephone number(s) of those who can talk knowledgeably about their experience with the respondent and any system issues that arose during the implementation of their project.

E. Project Plan

Provide a step-by-step project plan for performing and completing the solicited services as described in our SOW. Your Project Plan should include:

1. Key personnel and their roles in providing the service.

2. Your general approach and methodology in providing the services. You may provide suggestions or alternatives to any approach described in Attachment A as long you also respond to the described approach.

3. Details about project phases, including a list of deliverables, sign-off points, timelines, milestones, software components (if any), subcontractors, and training.

4. Expectations of MassHousing's staff to assist with the process.

F. Support

Please describe whether there is typically an on-going relationship with respondent and its clients after implementation. Please describe the way respondent communicates with clients after implementation, whether through industry-related newsletters published by respondent, continuing educational workshops, etc.

G. Adverse Actions

Please include a description of any insurance claim, criminal investigation or material litigation against your firm or members of your firm in the last ten (10) years, any instances in which your firm has been debarred by state or federal government and the circumstances for the debarment, as well as a summary of any formal complaints filed against your firm or members of your firm containing allegations of discrimination in the last ten (10) years.

H. Conflicts of Interest

Please describe any facts you are aware of that would result in a conflict of interest with MassHousing if a contract was awarded to your firm, include any prior and existing relationships to MassHousing employees and Board Members. Also include a narrative description of your own internal controls for detecting, preventing, and mitigating the risks of fraud.

I. Pricing

Please provide a detailed pricing structure for delivering the services (use a matrix or chart if necessary).

V. METHOD OF SELECTION/AWARD

A. Contract Award

Contract will be awarded to the respondent whose proposal is determined to be the most advantageous to MassHousing, in its sole discretion, taking into account price and other evaluation criteria as set forth in this RFP.

MassHousing reserves the right to negotiate the terms of the contract(s), including the contract amount(s), with the selected respondent prior to entering into a contract. The contents of the

respondent's proposal and this RFP, and any amendments thereto, shall become contractual obligations if an engagement of services ensues. Contract selections should be distinguished from a contract award. Contracts will not be considered awarded until negotiation of terms is final. Failure of a successful respondent to accept these obligations in contractual agreement may result in cancellation of a respondent's selection. If contract negotiations cannot be concluded successfully with any selected respondent(s), MassHousing may, in its sole discretion, negotiate a contract with the next ranked respondent.

One or more contracts may be awarded as a result of proposals submitted in response to this RFP. MassHousing reserves the right to award contracts for individual deliverables if that is advantageous to MassHousing. By submitting a proposal pursuant to this RFP, the selected respondent agrees to enter into an agreement with MassHousing in substantially the same form as MassHousing's Standard Services Agreement, provided upon request.

B. Evaluation of Proposals

Proposals submitted in accordance with this RFP will be evaluated by a selection committee composed of MassHousing staff. All respondents will be notified of the outcome of the review of their proposal. Proposals will be evaluated pursuant to the following criteria:

- Responsiveness to requirements of RFP
- Financial and organizational stability of respondent
- Understanding of proposed scope of services and approach in addressing MassHousing's specific needs and objectives
- Quality and timeliness of proposed work plan
- Technical capabilities (in terms of personnel, equipment, and materials) and management plan (including staffing of key positions, method of assigning work, and procedures for maintaining level of service
- Alignment of Culture and Values
- Demonstrated experience and qualifications of respondent and respondent's staff assigned to perform the solicited services
- Ability to provide a cost-effective solution to meet the needs of MassHousing; and
- Demonstrated successful past performance based on references.
- Ability to meet MassHousing's Information Security Program and Data Management Standard, which can be provided upon request.

VI. SCHEDULE AND INSTRUCTIONS

A. Proposals and Due Dates

All proposals must be submitted electronically by **5:00 PM Eastern Time on Monday, November 16, 2026**.

Please email your response to **IT RFP Submissions** at **IT.RFPSubmissions@masshousing.com**.

Late submissions may, at MassHousing's discretion, be rejected. **Please note that hard copy submissions will not be accepted and will be returned without review.**

B. Summary Project Timetable

Following initial review of the proposals, MassHousing will identify those respondents it elects to interview. Interviews will be scheduled within the three (3) weeks after the response deadline and MassHousing will attempt to provide respondent's with at least one week's notice before scheduling an interview.

The anticipated timetable for the evaluation process and subsequent project activities are summarized below:

Date	Task
11/02/2026	Distribute RFP
11/03/2026	RFP Response Period Begins
11/16/2026, 5:00 pm EST	RFP Response Deadline
11/25/2026	RFP Evaluation and Selection of Candidates for Further Review
12/09/2026	Complete Follow-up and Reference Calls
12/11/2026	Final Selection

This anticipated timetable is for reference purposes only and is subject to change at MassHousing's sole discretion. A copy of this RFP, as well as any addenda thereto, will be posted on www.masshousing.com/rfp. Schedule changes and/or other RFP revisions, including date, time, and place changes, if any, will be posted on the website on a weekly basis. In addition, after the RFP Response Deadline, changes may be sent directly to Respondents at the contact information provided.

C. Single Point of Contact

All inquiries, communications, and requests for clarification regarding this Request for Proposals (RFP) must be submitted via email only to the following Single Point of Contact (SPOC):

IT RFP Submissions,
Email: IT.RFPSubmissions@masshousing.com

In order to maintain a fair and impartial competitive process, MassHousing will only answer questions or comments regarding the RFP that are submitted in accordance with the terms of this section. MassHousing will determine, in its sole discretion, whether any inquiry requires a formal response which, if required, may take the form of an addendum to this RFP. Respondents who initiate private communications with other MassHousing personnel regarding material issues involving this RFP may be disqualified.

D. Bidder's Conference

No formal bidder's conference is scheduled.

VII. ADDITIONAL PROVISIONS

A. Confidentiality

By accepting to respond to this RFP, respondent expressly acknowledges that MassHousing's business procedures, ideas, inventions, plans, financial data, contents of this RFP, and other MassHousing information are the sole and exclusive property of MassHousing. The Respondent also agrees that it will safeguard such information to the same extent it safeguards its own confidential material or data relating to its own business information that is of a confidential or proprietary nature. Federal and state laws require that MassHousing maintain an information security program to protect certain personal information related to individuals who are customers, business partners, vendors, or employees of MassHousing. This information includes the following: (1) nonpublic personal information protected by the Safeguards Rule of the Gramm-Leach-Bliley Act (15 U.S.C. § 6801 et. seq.) and implementing regulations (16 C.F.R. Part 314); consumer reports protected under the federal Fair Credit Reporting Act, as amended by the 2004 FACT Act (15 U.S.C. § 1681 et. seq.); and any other information pertaining to individuals subject to data security, data security breach notification, and identity theft prevention laws. If MassHousing grants respondent access to its networks or otherwise allows respondent to view personal information related to individuals who are customers, business partners, vendors, or employees of MassHousing, respondent shall comply with all federal and state laws protecting such information while working at MassHousing's facility, while using MassHousing's protected information, and while connected to MassHousing's network. It is MassHousing's policy to employ the services of outside investigative agencies to conduct background checks on individuals with access to its networks. In submitting its proposal, respondent acknowledges that it will be required to submit to such background checks of its impacted employees at MassHousing's request. If awarded the contract, respondent shall comply with MassHousing's information security program by (1) implementing and maintaining measures designed to meet the information security objectives of federal and state laws; (2) using and disclosing customer information solely for the purposes of performing the contract; and (3) providing MassHousing with copies of the results of any internal and external audits or tests of the effectiveness of MassHousing's information security measures.

B. Non-Discrimination

In connection with the performance of work under this contract, the respondent agrees not to discriminate against any employee or applicant for employment because of age, race, religion, color, disability, sex, marital status, familial status, sexual orientation, gender identity or expression, pregnancy, genetic information, veteran status, alienage or citizenship status, ancestry, national origin, or any other characteristic protected by applicable federal, state, or local laws. This provision shall include, but not be limited to the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. The respondent further agrees to take all action necessary to ensure equal employment opportunities in compliance with applicable federal, state, and local law. The respondent agrees to post in conspicuous places, available for employees and applicants for employment, notices setting forth the provisions of the nondiscrimination clause.

C. Rights of MassHousing

MassHousing is soliciting competitive proposals pursuant to a determination that such a process best serves the interests of MassHousing and not because of any legal requirement to do so. MassHousing accordingly reserves the right to accept any proposal; to withdraw or cancel this RFP; to modify or amend, with the consent of the proponent, any proposal prior to acceptance; to reject any or all proposals or waive any informality and otherwise to affect any agreement that MassHousing in its sole judgment, deems to be in its best interest.

D. Use of Respondent Proposal

All material submitted becomes the property of MassHousing and will not be returned. If the respondent intends to submit confidential or proprietary information as part of the proposal, any limits on the use or distribution of that material should be clearly delineated in writing. Respondent should be aware that MassHousing is a quasi-public governmental agency subject to Massachusetts General Laws, Chapter 66, sections 1-18, therefore, any information submitted to MassHousing (even if marked as confidential or proprietary) may be subject to disclosure under the Massachusetts Public Records Law.

MassHousing reserves the unrestricted right to copy and disseminate the respondent materials for internal review.

E. Respondent Proposal Costs

All respondent proposal related costs, including but not limited to, proposal preparation and presentation, system demonstrations, documentation, site visits, in-depth briefing for MassHousing, and negotiation meetings are entirely the responsibility of the respondent and shall not be chargeable in any manner to MassHousing. MassHousing will bear the costs of sending its own staff to respondent headquarters and respondent client sites if such meetings are required.