



# HAI Group Hacks



---

# Contents

- HAI Group Hacks ..... 11**
- What to Know About HAI Group ..... 2**
  - HAI Group is our marketing name ..... 2
  - We are an insurance company—but not for individual people ..... 2
  - Admitted vs. Non-Admitted Insurance Carrier ..... 2
  - We are governed by a Board of Directors ..... 3
  - We have eight standing committees ..... 3
  - Internally, you will hear colleagues referring to the “Executive Management Team” (EMT) as another layer of our leadership ..... 3
  - At HAI Group, when you buy an insurance policy with us, we call you a “member,” NOT a “customer” ..... 3
  - On our company website, you’ll see “Member Login” buttons that hide gated material from the general public ... 4
  - We use A LOT of acronyms at our company and in this industry ..... 4
- What to Know About Our Industry ..... 5**
  - Public housing authority/public housing agency/PHA ..... 5
  - Affordable housing ..... 5
  - Popular government housing programs to know ..... 6
  - Department of Housing and Urban Development (HUD) ..... 6
- Customer Relationship Management (CRM) Software ..... 7**
  - What we use CRM for ..... 7
- Who We Market to in this Industry ..... 8**
- Departments ..... 9**
- Industry Acronyms ..... 11**

---

## What to Know About HAI Group

### HAI Group is our marketing name

HAI Group is a marketing name that refers to all of our insurance companies and other products/services. (Note: Always say “HAI Group” and never drop the word “Group.” Also, never use the word “The” in front – “The HAI Group” is wrong). Insurance is the heart of our business—and by far the biggest revenue driver. The other products/services we offer are considered secondary, but work to help turn prospects into customers. They also add value to the company, because we aren’t just a place to get your insurance—we are “supportive people dedicated to housing,” as evidenced by the products we create to help industry professionals.

- We use umbrella branding, meaning we use a single brand name for the sale of multiple products and services. When everything goes by “HAI Group,” it makes our brand name stronger and more recognizable to the public. We have 11 companies under our umbrella, and each of our products and services belongs to one of these companies. However, we never use these formal company names in our marketing materials – we only use “HAI Group” because that’s all the customer needs to know. You’re probably overwhelmed and confused, so imagine how the customer would feel having to know 11 different names!
- The main reason for having these 11 companies is for financial reporting and compliance with state and federal regulations. The only time you’ll hear some of these company names mentioned is when your colleagues are getting technical talking about our insurance coverages, or when we need to include a disclaimer for legal purposes.

### We are an insurance company—but not for individual people

We sell commercial insurance policies to organizations **ONLY**. And, we **ONLY** offer property and liability coverage. We do **NOT** provide personal healthcare coverage for residents that live in public or affordable housing. Also, the insurance products we provide to public housing authorities are **DIFFERENT** from what we offer to affordable housing properties (these are two separate markets, which we will get into later).

**Commercial property policies:** This protects organizations from damage to their buildings and contents due to a covered claim, such as a fire or flood. There are limitations to coverages that are customized to every organization depending on many factors, such as the age of buildings, location, and history of past claims.

**Commercial liability policies:** This protects an organization and its employees from third-party claims of bodily injury or damage, such as slip and fall injuries. This coverage does NOT protect personal property.

### Admitted vs. Non-Admitted Insurance Carrier

Of the 11 companies under the HAI Group umbrella, some of these are admitted companies, and others are non-admitted companies.

---

**Admitted Insurance Carrier:** Company must comply with all state regulations in which coverage is provided. If company fails financially, state will step in and pay claims as necessary.

- Housing Authority Property Insurance, A Mutual Company (HAPI) and Housing Enterprise Insurance Company, Inc. (HEIC) are admitted carriers

**Non-Admitted Insurance Carrier:** Company doesn't necessarily comply with state regulations. If company fails financially, there is no guarantee claims will be paid. Policyholders can't appeal to state insurance department if they feel their case was handled improperly. Using a non-admitted company could be beneficial for a business with risks that a standard insurer won't cover such as a business along Gulf Coast with high risk of hurricane damage. Even in this category, you can get a highly ranked non-admitted insurer that can be a safe option.

- Housing Authority Risk Retention Group, Inc. (HARRG) is a non-admitted carrier

## We are governed by a Board of Directors

At HAI Group, Ed Malaspina is our president/CEO. However, unlike some companies, we have a Board of Directors who have the ultimate authority of governing us. This board is mostly made up of elected senior management (usually executive directors) from public housing authorities across the country. In recent years, we've had a couple of Board of Directors from non-public housing authority organizations too.

## We have eight standing committees

In addition to the board, we have committees comprised of director-level staff from public housing authorities across the country who are actively engaged in the oversight of HAI Group's operations. These committees include Audit; Enterprise Risk Management; Finance; Insurance Solutions; Governance; Learning and Information Technology Solutions; Sales, Marketing, and Research; and Strategic Capital Solution. As with the Board of Directors mentioned above, these committees are predominantly made up of public housing authority staff, with some non-PHA staff starting to slowly join.

## Internally, you will hear colleagues referring to the "Executive Management Team" (EMT) as another layer of our leadership

[EMT](#) is made up of our president/CEO and five additional chief-level company leaders that oversee company operations (i.e., chief financial officer, chief marketing officer, chief of staff, etc.). When major company decisions need to be made, this team, representing all departments/sectors of the company, comes together to determine how to move forward.

## At HAI Group, when you buy an insurance policy with us, we call you a "member," NOT a "customer"

We use the term "member" as an alternative to "customer" because when your organization buys an insurance policy with us, you're not just a customer, you literally become part of our company and get to share in our financial success, which is something unique to HAI Group.

**What does this mean?** The first time an organization purchases an insurance policy with us, they have the opportunity to make a one-time investment to be eligible to share in the company's financial success. If

---

the company has a profitable year, an employee knows because they are likely to receive a bonus. And for organizations, they are eligible to get a type of “bonus” too! But their bonus is delivered in two ways:

- Check – this portion is delivered via check to do whatever they please with
- Equity dividends – this money gets deposited into a special account that has rules around what they can and can’t do with this portion of the money

**Important note:** This is ONLY applicable to public housing authorities who buy their insurance with us. Affordable housing is a new market for us, and this “member” concept is only designed for the public housing industry at this point in time. (You will learn more below on the difference between these two markets.)

You will also hear people calling members “policyholders,” which means just that – they hold an insurance policy with our company.

### On our company website, you’ll see “Member Login” buttons that hide gated material from the general public

As mentioned before, “members” have purchased an insurance policy with us and get to share in our financial success. But, we also provide them with some additional perks. Why? We want to keep our members happy and provide excellent customer service so that when it comes time to renew their policy, they see that they are getting more value with having us as their insurance provider. So, offering complimentary resources helps us achieve this mission. Often times, we give them a “sample” of some of our products/services to help get them in the door in hopes that they will like it enough to pay for the full thing (ex: giving free access to some of our online training courses in hopes that they will pay for a full subscription).

**These are some of the things members get access to on the gated side of our [website](#):**

- Select courses on HAI Group Online Training (our online training platform, formerly known as “HTVN” which we’re phasing out, because we don’t want this department having their own name/branding when they’re part of HAI Group)
- Risk management resources and consulting services
- Eligibility to enter our award/contest programs for an organization and its residents

### We use A LOT of acronyms at our company and in this industry

When you start attending meetings, you might be confused by all the acronyms. We use them because many of our company names and the government programs that affect our industry are too long to say! We also have our own pronunciation for some acronyms too:

- Example: PAHRC = “Public and Affordable Housing Research Corporation.” We pronounce this as the word “park.”
- Example: LIHTC = “Low Income Housing Tax Credit.” We pronounce this as the word “lie-tech.”

See the “Industry Acronyms” section for a comprehensive list.

---

## What to Know About Our Industry

We serve the public and affordable housing industries. Public housing is the foundation of our company, but public housing is quickly dissolving and transitioning into affordable housing, which is where our company needs to grow towards to be sustainable in the long run.

### Public housing authority/public housing agency/PHA

Whichever name you use (they are interchangeable), a PHA is government-owned housing that provides housing to eligible low-income families, elderly, and individuals with disabilities. Residents only have to pay a certain percentage of their income as rent. There are roughly 3,000 public housing agencies across the country. Public housing agencies are governed by the Department of Housing and Urban Development (HUD), which you will hear a lot about! When referring to somebody who lives in public housing, they are called a “resident.”

- Historically, insurance companies have not wanted to provide insurance to PHAs because they are old buildings in poor condition with a negative public perception and carry high risks (i.e., crime). We found this gap and became a leading provider of insurance for this underserved group over the last 30 years. However, now PHAs have very old buildings that are not getting the federal government funding needed to make costly repairs, and therefore these buildings are either:
  1. Getting demolished and consequently we’re losing all those units of housing for low-income families or
  2. They are being transferred into the private sector as “affordable housing” through government-created programs, taking on a whole new set of rules and regulations (see below for more info on what exactly “affordable housing” is)

### Affordable housing

Affordable housing is **VERY** different from public housing in that it is **NOT** government-owned housing. Affordable housing is in the private sector, meaning it is run just like a business. However, the government still has some involvement because it creates programs that offer incentives for private owners to invest in building affordable housing. These incentives come with strings attached, one being that so many units in their building need to stay as “affordable units” for an extended period.

**So, what does it mean to live in affordable housing?** Affordable housing is a property that provides housing to eligible residents, requiring them to pay less than 30 percent of their monthly household income to live there. When referring to somebody who lives in affordable housing, they are called a “tenant.” If you qualify for affordable housing, you are given a voucher, and it is up to you to find a property that accepts these vouchers. Some apartment buildings have units reserved as affordable housing units for voucher holders, while some private landlords may own homes and accept vouchers to live there.

#### Terminology to note:

- When a public housing authority decides to participate in a government program to transform property to become “affordable housing,” we then call this an “affiliated property” meaning that it is still affiliated with the PHA, as it is still owned by the PHA and in their “portfolio of properties.”
- When a private developer buys property to convert into affordable housing, we call this a “non-affiliated property,” meaning it has no affiliation to a PHA.

---

## Popular government housing programs to know

### Rental Assistance Demonstration (RAD) Program

This program enables PHAs and private owners to convert public housing and certain types of project-based rental assistance to project-based Section 8 contracts. By doing this, they can access a wider variety of capital sources, including private capital, to help them to tackle deferred maintenance issues that threaten the property's long term sustainability.

### Low Income Housing Tax Credit (LIHTC) Program

A government program designed to incentivize private investors to develop affordable housing by offering a federal income tax credit as an incentive to make equity investments in affordable rental housing.

### Moving to Work (MTW) Program

A HUD initiative that enables PHAs to create and test innovations that are designed to help residents become self-sufficient, increase housing choices for low-income families, and boost the cost-effectiveness of the agency. Click [here](#) to learn more.

## Department of Housing and Urban Development (HUD)

This is a cabinet-level government agency that is headed by a secretary appointed by the president. HUD's purpose is to provide housing and community development assistance to ensure that Americans have access to "fair and equal" housing. HUD develops programs to reduce homelessness, support homeownership, and increase affordable housing availability.

- Public housing authorities are controlled by HUD, and therefore they get their funding from HUD. But the budgets that HUD provides is shrinking each year, making it hard for PHAs to support themselves, which is leading the movement to transform into "affordable housing."

---

## Customer Relationship Management (CRM) Software

At HAI Group, the CRM software that we use is Microsoft Dynamics. There is a plugin that is embedded in this software called ClickDimensions (a.k.a. ClickD) that we use to send out external emails and to create surveys and web forms. Once you are logged into CRM, you don't even know when you're in ClickD, as it is one fluid system. So, if your colleagues tell you to go into CRM or ClickD, you are going to the same place. (Note: Only use Chrome to access CRM.)

### What we use CRM for

#### Managing our directory of contacts and leads

Every contact/lead has a profile (just like a Facebook profile) that says where they work, their title, contact information, what product/services their organization purchases from HAI Group, a newsfeed of their recent activities (i.e., what emails they've opened), and notes employees put in to document their conversations with this individual.

#### Creating email templates and sending them out

We send one-off emails to colleagues or business partners through Microsoft Outlook. Any time we are sending an email to a group of people, either communicating a message or doing a promotional campaign, it is through CRM. Doing this allows us to get statistics for the email, and we can track which contacts/leads took action. So, if John Smith opens three of our insurance emails, this activity gets added to his record. Then, we can use this information to gauge his interest level.

#### Creating a marketing list

To send an email through CRM, we need to create a "marketing list," which contains the names and email addresses of the recipients (and any other info required, such as title and organization). To get this, we perform an advanced find in CRM, selecting search criteria of what we need (i.e., executive directors who are members in CT) and export these individuals into a single list.

#### Creating surveys

While we have a subscription to a separate survey tool ([Alchemer](#)), we can make one in CRM so that this data can link back to a contact/lead's activity feed. However, the design and reporting capabilities are minimal, so it is recommended to use a separate survey tool that has more robust capabilities.

#### Creating web forms

We create web forms when we need somebody to provide us with their contact information or feedback. For example, if we have an event, we create a web form, and once they submit it, it triggers us to send them a confirmation email. We can also export all submitted web forms into a spreadsheet to have the data rolled up in one place to use.

---

## Who We Market to in this Industry

When we create a marketing list for an email campaign, these are the contacts/leads you will see being pulled from CRM. A contact means the individual works at an organization that currently has their insurance with us, or is a subscriber to one of our products/services. A lead is a prospect that has zero ties to our company, but that we wish to get to buy something from us.

### **Agent**

An agent is a middleman who goes out to the market and solicits insurance policy quotes on behalf of affordable housing providers. These “affordable housing providers” can either be a PHA that has properties they converted to affordable housing (a.k.a. affiliates), and therefore now need special insurance, or they are developers with a property with affordable housing units in need of insurance coverage (i.e., non-affiliates). We want to get our name in front of agents so that we can try to provide a competitively priced quote that they can take back to their client (the affordable housing provider). Agents are a brand new market for us, and this is where we are looking to grow towards, so we are working on getting the names of more agents into our CRM system as leads so that we can add them to a marketing list for email campaigns.

### **Claims contact**

This individual reports claims on behalf of their organization to HAI Group’s claims department. When we promote our annual Housing Authority Defense Attorneys (HADA) conference, this is the contact we use.

### **Executive director (a.k.a. ED)**

This is the top leader at a public housing authority and is equivalent to a president/CEO. Some things we send to this group are invites to webinars, pre/post-conference promotional emails, and insurance policy information.

### **General insurance contact**

For our ease, when we are promoting insurance products to prospective PHAs or relaying policy information to current PHA policyholders (a.k.a. “members”), simply select “general insurance contact.” At small/some medium-sized PHAs, this will be the executive director. At larger organizations, this will be a chief financial officer or finance director. This way, if you’re told, “send this to the general insurance contact,” you don’t have to worry about which title to select – it’s already been done for you!

### **Program coordinator**

When an organization becomes a subscriber to HAI Group Online Training (our online training platform), they select an employee to be assigned as the administrator and our main point of contact. We label this person in our system as “program coordinator.”

### **Risk control contact**

This is the individual in charge of maintenance or risk management at a PHA. When we promote our risk control contest/award programs, or risk-related webinars/resources, we use this contact.

### **Self-sufficiency coordinator**

This individual is employed at a PHA to work with residents to help them take advantage of programs to become self-sufficient. Consider them to be similar to a high school guidance counselor, helping you build your skillset, find scholarships, and assist with your college applications. We target this person when promoting our company’s resident scholarship program, and any other award/contest programs to benefit residents.

## Departments

Department	Role
Account Services	<ul style="list-style-type: none"> <li>The staff on this team are assigned territories, and they provide customer service to existing members (our insurance policyholders) and prospective customers. They are our customer-facing “sales team” in essence, because it is their job to cross-sell our other products and services to members, see what additional coverages they need, and also pique the interest of prospects to want to buy something from us.</li> <li>Other departments need to keep this team in the loop on the latest offerings we have, events, or resources available since they are the ones that have a direct line to customers/prospects.</li> </ul>
Claims	<ul style="list-style-type: none"> <li>We have an in-house claims team to assist our members when they need to submit an insurance claim. We have an <a href="#">online portal</a> to file a claim 24/7.</li> </ul>
Enterprise Compliance	<ul style="list-style-type: none"> <li>This team supports enterprise compliance, including regulatory and legal compliance, as well as staff auditing.</li> </ul>
Executive Management	<ul style="list-style-type: none"> <li>This team is made up of the chief-level positions in various departments that come together with specialized knowledge in their sectors. They are the CEO’s “sounding board,” and they work on developing company strategies and finding solutions to any problems or challenges that arise.</li> </ul>
Facilities	<ul style="list-style-type: none"> <li>This individual manages facilities and security at HAI Group’s headquarters.</li> </ul>
Finance	<ul style="list-style-type: none"> <li>This team manages all aspects of the company’s finances.</li> </ul>
Governance, Enterprise Risk Management, and Enterprise Support	<ul style="list-style-type: none"> <li>This department serves as the liaison between HAI Group and the Board of Directors and committees, manages our Enterprise Risk Management strategy, and deploys enterprise support through administrative services.</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>This team recruits, screens, interviews, and hires job candidates, and manages employee compensation and benefits.</li> </ul>
Information Technology	<ul style="list-style-type: none"> <li>This team oversees the company’s IT infrastructure, systems, and products.</li> </ul>
Learning Solutions	<ul style="list-style-type: none"> <li>This team manages HAI Group Online Training. They are responsible for finding out what content is in demand in our industry and either partner with an outside organization to develop a course/certification or create it in-house. Members get access to a limited number of our courses for free.</li> <li>HAI Group Online Training (formerly known as HTVN, which is a name we’re phasing out, despite that being the URL still) operates under the entity, Housing Telecommunications, Inc. (HTI).</li> <li>Terms to know: <ul style="list-style-type: none"> <li><b>Learning Management System (LMS)</b> – This is the platform HAI Group Online Training uses for its online training.</li> <li><b>Subscriber</b> – This is an organization that has purchased an annual subscription to HAI Group Online Training. We have two types of subscribers: <ul style="list-style-type: none"> <li><b>Cash subscriber</b> – These organizations pay for the subscription out of their pocket with cash.</li> <li><b>Equity dividend subscriber</b> – These organizations are HAI Group members that are choosing to pay for part or all of their subscription using that “bonus” money they received in a special account when they shared in our company’s financial success (as we discussed in the “What to Know About HAI Group” section). This is one of those allowed uses of this money.</li> </ul> </li> <li><b>Nan McKay &amp; Associates (NMA)</b> – This San Diego based company provides nationwide training and consulting for public and affordable housing professionals. All of their training is provided in-person. We have a partnership with NMA to be their exclusive online certification training provider.</li> </ul> </li> </ul>

Marketing and Communications	<ul style="list-style-type: none"> <li>• This is a shared service department, meaning this team works on behalf of all other departments to promote our products and services and bring in new sales leads to the account services team, who will nurture them from there. This team needs to have a handle on a little of everything throughout the entire company since they touch almost everything.</li> <li>• This team also serves as the gatekeepers for branding – any flyer, email, slide deck, or communication that is going out internally or externally needs to pass through this team for review to ensure it follows our brand standards.</li> </ul>
Product Development	<ul style="list-style-type: none"> <li>• This team works to write new lines of business, or add to geographical areas where we can offer coverages, based on industry/customer needs.</li> </ul>
Research and Industry Analysis	<ul style="list-style-type: none"> <li>• This two-person department runs the Public and Affordable Housing Research Corporation (PAHRC), a non-profit research center dedicated to promoting the importance of affordable housing on a national level through independent research and relevant data.</li> <li>• HAI Group is the founding sponsor of PAHRC, and the company continues to sponsor their work today, but PAHRC is a separate entity. To raise funds, PAHRC fundraises and accepts sponsorships from other organizations to support their research.</li> </ul>
Risk Control and Consulting	<ul style="list-style-type: none"> <li>• This team helps our members reduce accidents, injuries, and property damage by offering complimentary online resources, webinars, in-person trainings, property inspections, and more. (We don't make any direct revenue from these services.)</li> <li>• If our members follow the advice and guidance of the risk control team, it will, in turn, help reduce the potential claims they report to us. The more claims we have to pay as a company, the more it can hurt our financial health. So, it is in our best interest to ensure our members participate in all that risk control has to offer.</li> </ul>
Strategic Capital Solutions	<ul style="list-style-type: none"> <li>• This one-person team manages our Financial Feasibility Assessment (FFA) service, which helps determine upfront whether or not a development project is cost-effective.</li> </ul>
Underwriting	<ul style="list-style-type: none"> <li>• This team writes our insurance policies for public housing authorities and affordable housing properties. They analyze the organization to determine their level of risk and decide if they are going to provide a quote to them to essentially write an insurance policy that would make us cover their potential losses. We are conservative with the risks we take to keep our company financially healthy.</li> <li>• We also have an agency team that gets coverage from outside insurance companies for our policyholders when they need coverage that we don't offer.</li> <li>• These insurance services operate under the following entities: <ul style="list-style-type: none"> <li>○ <u>Housing Authority Property Insurance, A Mutual Company (HAPI)</u> – provides commercial property insurance coverage to PHAs</li> <li>○ <u>Housing Authority Risk Retention Group, Inc. (HARRG)</u> – provides liability insurance to public housing authorities</li> <li>○ <u>Housing Enterprise Insurance Company, Inc. (HEIC)</u> – provides commercial property and liability insurance to affordable housing providers (both affiliated and non-affiliated properties)</li> <li>○ <u>Housing Insurance Services, Inc. (HIS)</u> – provides agent and broker services to public and affordable housing providers and their agents to procure insurance products</li> <li>○ <u>Housing Specialty Insurance Company, Inc. (HSIC)</u> – excess and Surplus Lines insurer which provides a non-traditional insurance program to public and affordable housing providers</li> </ul> </li> </ul>

---

## Industry Acronyms

### A

**AHAB** Acronym for Affordable Housing Accreditation Board

**ALE** Acronym for the assumption of liability endorsement, also referred to as a cut through or assumption of risk endorsement

**AMP** Acronym for Asset Management Property

**ART** Acronym for alternative risk transfer

### B

**BPP** Acronym for business personal property—tangible personal property used in trade or business

### C

**C.A.R.E.S.** Acronym for Customers Always Receive Excellent Service (a hotline)

**CDBG** Acronym for Community Development Block Grant, one of the longest, continuously run programs at HUD. The CDBG program provides communities with grants to address a range of community development needs

**CMP** Acronym for commercial multiple peril, a commercial insurance policy that offers at least two forms of coverage

### D

**D&O** Refers to directors and officers liability insurance (no apostrophes)

**DIC** Acronym for difference in conditions insurance, a type of policy that provides expanded coverage for some perils not covered by standard insurance policies

**DIL** Acronym for Difference-in-Limits policy, a type of insurance policy that may reimburse additional expenses greater than the limit established in the standard insurance policy

### E

**ECO** acronym for extra contractual obligations, which refer to damages awarded by a court against an insurer that are outside the provisions of the insurance policy due to fraud, bad faith, or negligence of the insurer in handling a claim

**E&O** Acronym for errors and omissions, a type of insurance

**ERM** Acronym for essential risk management

### F

**FEMA** Preferred name for the Federal Emergency Management Agency, a department of the federal government that coordinates the government's role in domestic disasters

**FLRA** Acronym for the Federal Labor Relations Authority, an independent administrative federal agency that administers the labor-management relations program for non-postal federal employees worldwide.

**FMR** Acronym for fair-market rent

**FMS** Acronym for Family Self-Sufficiency, a HUD-funded program that promotes employment and increased assets for low-income families that receive federal rent subsidies or live in public housing

---

## G

**GL** Acronym for general liability

**GSA** Preferred name for the Government Services Administration, an agency that provides centralized procurement for the federal government

**GWP** Acronym for gross written premium

## H

**HADA** Acronym for Housing Authority Defense Attorneys, a group formed by HAI Group

**HAPI** Acronym for Housing Authority Property Insurance, A Mutual Company (an HAI Group company)

**HARRG** Acronym for Housing Authority Risk Retention Group, Inc. (an HAI Group company)

**HARRI** Acronym for Housing Authority Risk Retention Innovation Award

**HCV** Acronym for housing-choice voucher, HUD's major program for helping very low-income families, the elderly, and the disabled afford decent, safe, and sanitary housing in the private market.

**HEIC** Acronym for Housing Enterprise Insurance Company, Inc. (an HAI Group company)

**HIG** Acronym for Housing Investment Group, Inc. (an HAI Group company)

**HIS** Acronym for Housing Insurance Services, Inc. (an HAI Group company)

**HOPWA** Acronym for Housing Opportunities for persons with AIDS, a federal program dedicated to the housing needs of people living with HIV/AIDS

**HSIC** Acronym for Housing Specialty Insurance Company, Inc. (an HAI Group company)

**HSS** Acronym for Housing Systems Solutions, Inc. (an HAI Group company)

**HTI** Acronym for Housing Telecommunications, Inc. (an HAI Group company)

**HUD** Acronym for the U.S. Department of Housing and Urban Development

## I

**IDM** Acronym for integrated disability management

**IRIS** Acronym for Insurance Regulatory Information System, a mechanism that helps states oversee the financial condition of insurance companies

**ISO** Acronym for Insurance Services Office Inc., an organization that collects statistical data, promulgates rating information, develops standard policy forms, and files information with state regulators on behalf of insurance companies that purchase its services

## L

**LIHTC** Low Income Housing Tax Credits

**LPT** Acronym for loss portfolio transfer, a reinsurance treaty in which an insurer cedes policies that have already incurred losses to a reinsurer

## M

**M&D** minimum and deposit, a feature of excess of loss reinsurance that requires initial premium payment in advance, adjusted annually in arrears, based on exposure audits

**MFL** Acronym for maximum foreseeable loss, the worst loss that is likely to occur due to a single event

**MGA** Acronym for managing general agent, a specialized type of insurance agent/broker that is vested with underwriting authority from an insurer

**MTW** Acronym for Moving to Work Demonstration Program

---

## N

**NHPD** Acronym for National Housing Preservation Database

**NOFA** Acronym for Notice of Funding Availability, a notice published each year in Grants.gov for HUD's Discretionary Funding Programs

## O

**OCP** Acronym for owners and contractors' protective (liability coverage), a stand-alone policy that covers the named insured's liability for bodily injury and property damage

**OGP** Acronym for original gross premium

## P

**PAHRC** Acronym for Public and Affordable Housing Research Corporation

**PBV** Acronym for project-based voucher, a component of a public housing agency's Housing Choice Voucher (HCV) program

**PCC** Acronym for protected cell captive, a sponsored captive that maintains underwriting accounts separately from each participant

**PHA** Acronym for Public Housing Authority

**PHAS** Acronym for the Public Housing Assessment System, which HUD uses to assess a PHA's performance.

**PHDEP** Acronym for Public Housing Drug Elimination Program.

**PHM** Acronym for Public Housing Manager

**PHMAP** Acronym for Public Housing Management Assessment Program

**PIH** Acronym for Public and Indian Housing, an office of HUD

**PNOC** Acronym for provisional notice of cancellation, a notice given to allow the option of withdrawing from the reinsurance treaty if renewal terms are unacceptable

## R

**RAD** Acronym for Rental Assistance Demonstration, a HUD program

**RBC** Acronym for risk-based capital

**RML** Acronym for residual market load, a factor applied to workers compensation policies to recover costs assessed them by state for deficits in the residual markets

**ROL** Acronym for rate on line, the ratio of premium paid to loss recoverable in a reinsurance contract

**ROSS** Acronym for Resident Opportunity and Supportive Services, a HUD grant program

**RPG** Acronym for risk purchasing group, a collection of unrelated but homogenous risks that buy liability insurance as a collective

**RRG** Acronym for risk retention group

## S

**SEMAP** Acronym for the Section Eight Management Assessment Program, which measures the performance of the PHAs that administer the Housing Choice Voucher Program in 14 key areas

**SPV:** Acronym for special purpose vehicle

## T

**TANF** Acronym for Temporary Assistance for Needy Families, a program designed to help needy families achieve self-sufficiency

**TPA** Acronym for third-party administrator