



Local Initiatives Support Corporation  
501 Seventh Avenue, 7<sup>th</sup> Floor  
New York, New York 10018

## **REQUEST FOR QUALIFICATIONS FROM CONSULTANTS**

### **Description of Project**

LISC was awarded U.S. Department of Housing and Urban Development Section 4 funding to build the capacity of CDCs and related not-for-profit entities to engage in sustainable community development such as increasing stakeholder participation in the development of local quality of life plans; increasing the scale and impact of affordable housing/mixed income development; revitalizing commercial corridors through façade improvements and innovative business attraction and retention strategies; developing schools, day care centers and other educational support systems; creating strong workforce development and other strategies to build family wealth and income; and developing recreational and cultural spaces for community residents. To accomplish these goals during the current economic climate, CDCs must make effective business and financial decisions.

LISC will be offering need-based technical assistance (TA) interventions to CDCs and related not-for-profit entities in the following areas: business and strategic planning, financial management, real estate asset management, board development, and executive leadership and management. LISC is seeking qualified consultants to provide direct technical assistance to our partner not-for-profit entities in LISC communities across the country.

These direct TA interventions will be designed to meet specific needs identified by local LISC sites, in concert with local partners including HUD offices, and to produce tangible results that will increase the capacity of the recipient entities to survive in the current economic climate. TA interventions can be directed toward one specific not-for-profit or a group of not-for-profits with similar capacity building needs. TA interventions will be based on the need and task at hand, such as assisting staff in developing a business or strategic plan to take advantage of new or different local business opportunities, building a new financial management system, increasing the effectiveness of an existing real estate portfolio by improving or implementing an asset management system and building the capacity of the Board and/or management staff to meet current business situations.

This RFQ will be posted on the [www.lisc.org](http://www.lisc.org) website during the entire RFQ period and will also be distributed to LISC local offices.

### **Project Scope of Work**

LISC seeks consultants to provide **direct technical assistance** to the Board of Directors, Executive Management/Leadership and Staff of local CDCs and related not-for-profit entities in the following areas:

- ◆ **Business and/or Strategic Planning:** Assist the TA recipient to develop a business plan that precisely defines its current business or new business opportunities, identifies its goals, and serves as the entity's resume. The basic components of such a plan would include a current and pro forma balance sheet, an income statement, and a cash flow analysis. It will help the entity allocate its resources properly, handle unforeseen complications, and make good business decisions in this current economic climate.
- ◆ **Financial Management:** Conduct TA sessions that build awareness and/or skills to enhance a CDC's financial management controls and systems, including, but not limited to: assisting a CDC to implement an

accrual accounting methodology; hiring staff with appropriate finance skill levels; managing and integrating real estate and asset management finances into organizational finances; choosing and implementing accounting software; creating effective, best-practice board and staff financial reporting structures; selecting an auditor and ensuring a clean annual audit; determining the applicability of an A-133 audit to the organization; and implementing strong internal control systems.

- ◆ **Real Estate Asset Management:** Conduct TA sessions that build awareness and/or skills to enhance systems that sustain a CDC's portfolio as assets in the community. Topics will include, but not be limited to: setting management performance standards; providing enhanced resident services; performing physical inspections; overseeing the property manager by analyzing critical asset management indicators such as vacancy, turnover, and collection rates; developing capital replacement plans; managing reserve accounts; re-financing tax credit properties; managing budgets; communicating with residents; complying with fair housing standards, LIHTC, HOME, and all applicable federal, state and local laws.
- ◆ **Board Development:** Conduct TA sessions that build awareness and/or skills related to best practices that enhance the performance of the CDC boards of directors. Sessions will include, but not be limited to describing: CDC board of director's roles and responsibilities; the role and best practices of the finance committee; the role of the board chair; legal requirements of boards and liability management; board fundraising roles and "how tos"; oversight responsibilities; and diversity and community connection.
- ◆ **Executive Leadership and Management:** Executive Leadership and Management sessions will build awareness and/or skills to enhance a CDC's executive and senior leadership in areas including, but not limited to: creating a vision and a strategic plan; managing staff and board relations; developing personal skills around communications, building partnerships, promoting the CDC's mission and visibility, negotiating, mediating, building relationships with stakeholders, and building strategic and analytic skills.
- ◆ **Organizational Structure:** Guide the TA recipient in assessing how its programs are delivered, including creatively redesigning the use of people, resources, and technology. Topics will include, but are not limited to: evaluating whether programs relate to and advance the mission of the organization; determining if the size and scope of the CDC are proportionate to the financial resources it can raise; assessing programs to ensure that duplicate services are not being provided by other allied organizations; and examining new ways to deliver services, potentially including partnerships or mergers.

### **Reporting**

Consultants will prepare periodic progress reports to accompany their invoices. Consultant(s) will also prepare a final report upon the completion of the intervention. Final reports must be submitted no more than 10 business days after the completion of the technical assistance project. Templates will be provided for these purposes.

### **Type of Contract and Qualifications**

**Type of Contract:** All consultants selected under this RFQ will be engaged in a performance based contract derived from a schedule of deliverables and corresponding fees. However, as each TA intervention will be unique, LISC will review the consultants' hourly rates in order to gauge cost effectiveness. RFQ responses that do not include an hourly rate will not be considered.

### **Qualifications**

Consultants must have a minimum of two years experience delivering technical assistance to nonprofit organizations. Consultants must submit the attached form with all information completed. In addition, a complete response package must include the following items outlined in order and should **not exceed two pages (excluding the bio or resume)**:

1. A resume or bio and description of respondent's consulting experience including the number of years in nonprofit consulting, the number of consultants and description of type of clients worked with;
2. A description of the consultant's experience providing technical assistance and training to CDCs and other nonprofits, the resulting organizational outcomes, and success rates from past TA interventions;
3. The respondent's business approach to providing direct TA to a CDC or a group of CDCs;
4. Letters of reference from three recent TA interventions.

LISC will deem any responses that do not include all of the above unresponsive and unqualified.

### **Evaluation and Selection Criteria**

National LISC together with LISC local offices, will evaluate responses based upon: experience, expertise in a listed TA topic, rate/price, and availability of the consultant to meet the scheduling on the TA needed under the award. **Consultants selected under this RFQ will be pre-qualified for work under this HUD contract which begins implementation on July 1, 2010 and ends on November 30, 2012.**

### **Directions for Submission**

Proposals must be submitted **by e-mail** (in Microsoft Word or PDF) to the address below:

**Paul Singh, Program Officer**  
**Local Initiatives Support Corporation**  
[psingh@lisc.org](mailto:psingh@lisc.org)  
**202.739.9283**

Questions about this RFQ should only be directed to the individual above.

**LISC IS AN EQUAL OPPORTUNITY EMPLOYER COMMITTED TO DIVERSITY & INCLUSION**

**Consultant Response to HUD Section 4 TA RFQ**

*Please return to Paul Singh @ [psingh@lisc.org](mailto:psingh@lisc.org)*

*Please attach a personal and/or company resume*

**CONTACT INFORMATION**

<b>Principal Consultant:</b>			
<b>Company Name:</b>			
<b>Contact Information</b>	Street:		
	City:	State:	ZIP:
	Phone:	Fax:	
	Email:		
	Website:		
<b>Social Security Number, DUNS number, or EIN number:</b>			

**DESCRIPTION**

<b>Summary Description</b>  Provide a brief (one paragraph) description of the consultant and/or company including years of experience delivering technical assistance to nonprofit organizations:	
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**EXPERIENCE**

Areas of Experience (check all that apply)		Years of Experience
<input type="checkbox"/>	Business and/or Strategic Planning	
<input type="checkbox"/>	Financial Management	
<input type="checkbox"/>	Real Estate Asset Management	
<input type="checkbox"/>	Board Development	
<input type="checkbox"/>	Executive Leadership and Management	
<input type="checkbox"/>	Organizational Structure	
<input type="checkbox"/>	Related Disciplines (please specify):	

Please attach a brief narrative description of your experience providing technical assistance and training to CDCs and other nonprofits, the resulting organizational outcomes, and success rates from past technical assistance interventions. Additionally, please summarize your business approach to providing direct technical assistance to a CDC or a group of CDCs (2 pages maximum).

**RATES FOR PRINCIPAL CONSULTANTS**

Hourly Rate in 2010	
Hourly Rate in 2011	
Hourly Rate in 2012	

**AVAILABILITY**

Geographic Service Area	
<p><b>Scheduling Availability</b></p> <p>Indicate if there are significant periods of time during 2010-2012 that you will not be available to perform work under this contract.</p>	

**REFERENCES**

<b>Names and contact information of 3 references with whom consultant has worked in the above areas during the past 2-3 years.</b>	<b>Name/Organization</b>	<b>Phone</b>	<b>Email</b>