



LISC
GREATER KANSAS CITY

Request for Proposals
Regional Housing Trust Fund Project Management Consultant

RFP Released: July 7, 2023

RFP Responses Due: 12:00 PM (CDT) on July 31, 2023

Purpose

LISC Greater Kansas City (LISC) seeks a consultant to provide overall management and coordination for the creation of a business plan for a new regional housing trust fund (HTF). The business plan will identify and include the logic model or theory of change, goals, structure, governance, lending and funding products, and funding sources. This would be the first of its kind in the Kansas City region in that it will blend public, private, and philanthropic dollars (as debt, equity, and grants) that will be deployed to affordable housing projects across the entire 9-county metro region (Cass, Clay, Jackson, Johnson, Leavenworth, Miami, Platte, Ray, and Wyandotte Counties).

Background

Convened and supported by Mid-America Regional Council (MARC) and LISC Greater Kansas City, the Regional Housing Partnership's (RHP) mission is to foster a thriving housing system that produces and sustains a sufficient supply of quality, diverse housing options. The housing system would be one in which people from every sector, and those impacted by this challenge, can join together to educate themselves about the problems and issues, and to explore, advocate and execute innovative approaches on financing, capacity, and policy. By building relationships and gaining a common understanding of both problems and possible solutions, the RHP will encourage and support actions to address our region's housing challenges. Last year was the first full year of funding for the RHP where we've been focused on establishing baseline data around housing and building public-facing online platforms where anyone can engage and learn more our region's housing. The establishment of a regional housing trust fund model that leverages public, private, and philanthropic resources has been identified as a priority to build and support a healthy housing supply system.

Housing trust funds are distinct funds established by city, county, or state governments that receive ongoing dedicated sources of public funding to support the preservation and production of affordable housing and increase opportunities for families and individuals to access decent affordable homes (as defined by Community Change, <https://housingtrustfundproject.org/ourproject/about/>). Local Housing Solutions expands on this definition: "Housing trust funds are a flexible source of funding that can be used to support a variety of affordable housing activities... The entity administering the fund determines eligible activities, which vary widely from community to community, from emergency rent assistance for families facing the threat of eviction or homelessness to gap financing for new construction of affordable housing to repairs and weatherization for older homeowners" (<https://www.localhousingsolutions.org/housing-policylibrary/housing-trust-funds/>).

LISC co-led the effort to create the Promoting Equitable Neighborhoods (PEN) work group's *Final Recommendations for Kansas City's Housing Trust Fund* ([here](#)) in 2021, many of which have been incorporated into the City of Kansas City, Missouri's Housing Trust Fund, and LISC staff currently

serves on that that fund's Advisory Board. Nationally, LISC and its affiliates have significant experience managing loan funds, with over \$2 billion in assets under fund management across the company, including a dozen different housing trust funds in cities such as Boston, Detroit, Charlotte, and Washington, DC.

LISC is currently working with another consultant to create an Affordable Housing Developer Needs Assessment that will greatly inform the goals and product type of the regional HTF. This assessment should be completed in August.

Objectives

The regional housing trust fund would be additive to the regional market and make below market rate investments in affordable housing. We envision the fund also operating within and alongside other yet-to-be-determined programs that support affordable housing developers, tenants, and/or homeowners (e.g. technical assistance and training to partners and borrowers), as well as coordinating with municipalities to leverage their public assets (e.g. land owned by municipalities) and other funding sources like HUD Community Development Block Grant (CDBG) and HOME grant funding. We are interested in structuring the fund to deploy capital primarily as low-interest loans but also as grants or matching funds to support specific initiatives. The business plan and the process to create the business plan should be centered on both equity and our goal of raising necessary capital for the fund.

Though the development of the business plan is being led by LISC, the consultant will also work closely with LISC's Housing and Lending staff in our national office and our partners at MARC.

The Regional Housing Trust Fund business plan will be developed in approximately 11 months (September 2023 – July 2024), with an outline of the business plan and preliminary key findings completed by early November 2023.

The Consultant will conduct the following:

- Provide overall management and coordination – As detailed in the section below, there are many moving pieces and parts to create the business plan for the regional housing trust fund. The Consultant will provide overall project management ensuring deadlines are met, stakeholders and funders are adequately engaged, and staff (of LISC, LISC National, and MARC) have clear roles.
- Support engagement – The Consultant will provide support for stakeholder and funder engagement through developing PowerPoints and one-pagers, event logistics and outreach, creating a master contact list, follow-up from stakeholder events/meetings, and compiling findings. Depending on timing of the fund launch, the Consultant may support the launch of the fund with supporting information sessions, creation of outreach material, and marketing launch events.
- Support data analysis – The Consultant will coordinate with LISC Housing team and the RHP Housing Data Hub team to collect and review regional real estate, construction, and lending data. The Consultant may also help support research of similar funds across the country.

- Create a business plan for the housing trust fund – The Consultant will distill and consolidate findings and funder/investor/stakeholder input to create the business plan and its components, including the logic model and/or theory of change; leverage and funding goals; overall mission-focused goals; metrics; structure, governance, and decision making; lending and funding product types based on target asset class and sector; funder/investor focus and other funding sources; possible programs to operate alongside the fund; and opportunities to leverage other public assets. This business plan will be shared publicly and will be used to secure public, private, and philanthropic funds.
- Support fund capitalization – The Consultant would support LISC in securing funding sources through material creation, supporting scheduling meetings and small convenings, and ensuring meeting follow-up. The Consultant will assist staff as needed in developing the fund’s first RFP.

LISC (including LISC National) will lead the following with support from the Consultant:

- Investor, funder, and stakeholder conversations and the delivery of presentations
- Develop draft fund structure
- Financial modeling and fund structuring
- Exploration of financial product types with investors, funders, and stakeholders

MARC will assist with funder conversations and lead the coordination of outreach to public municipalities. MARC also provides data and analytic support for the RHP that may be used in the development of the business plan.

Proposed Scope of Work and Deliverables

Below is the overall project timeline. This includes activities that will be lead and conducted by LISC, MARC, and the Consultant.

Goals + Design: August – January, 2024	
Demand / Need	<p>Determine project pipeline, project readiness, need, other examples:</p> <ul style="list-style-type: none"> • Regional Housing Partnership (RHP) Affordable Housing Developer Needs Assessment (completed in August) • Collection and analysis of data on current building inventory, ownership and lending • Review available data from Kansas City, Missouri’s Housing Trust Fund • Review relevant regional housing funds in other locations • Community engagement listening session(s) • Engagement with local jurisdictions and municipalities <p>➤ Consultant deliverable: PowerPoint and 1-pager for stakeholder meetings</p>

<p>Investor/Funder Interest</p>	<ul style="list-style-type: none"> • Continue conversations and determine philanthropic funder interest, likelihood, type and level of investment, any constraints or requirements • Initiate conversations with banks, corporate and high net worth individuals/family offices, and local municipalities to educate on HTF and gauge interest and support, identify their goals and constraints <p>➤ Consultant deliverables:</p> <ul style="list-style-type: none"> ○ PowerPoint and 1-pager for Investor/Funder meetings ○ Business plan outline completed by early November ○ Report and PowerPoint on preliminary key findings, goals of the Regional HTF, and draft logic model/theory of change completed by early November
<p>Fund Structure & Goals</p>	<ul style="list-style-type: none"> • Develop draft recommended fund structure • Financial modeling and fund structuring • Explore loan product options with stakeholders and funders to ensure product will be used and have intended impact • Complete Business Plan framework • Investor relations and capital raising <p>➤ Consultant deliverable:</p> <ul style="list-style-type: none"> ○ Final business plan and PowerPoint by end of January, 2024
<p>Fund Capitalization + Launch: February, 2024 and ongoing</p>	
<p>Fund Capitalization</p>	<ul style="list-style-type: none"> • Close on initial commitments, secure philanthropic and other funding sources for inaugural investments • Continue conversations with other potential funding partners • Draft fund management guidebook
<p>Fund Launch</p>	<ul style="list-style-type: none"> • Host information sessions • Issue initial HTF RFP to solicit applications for funding • Proposal review, funding/financing decision • Underwriting, approval and closing on loans, award grants • Ongoing investor, funder relations

Expected RFP Timeline

RFP Released: July 7, 2023

RFP Responses Due: 12:00 PM (CDT) on July 31, 2023

Interviews: The week of August 7, 2023

Notification: By August 16, 2023

Target Notice to Proceed / Contract Execution: By September 5, 2023

Target Completion Date: July 31, 2024

Fee Proposal and Compensation

LISC is requesting a deliverable-based proposal, with a fixed budget not to exceed a proposed threshold of \$75,000.

Please provide a fee proposal to accomplish the Scope of Work outlined above. Your fee should take into account and be inclusive of all ancillary charges (e.g. software and computer use, travel, mileage, etc.). If your fee excludes certain services or charges (including reasonable and necessary out-of-pocket expenses estimated for the scope of work), you must provide a detailed list of excluded fees with a complete explanation of the nature of those fees.

The Consultant will be compensated based on their completion of specified deliverable and receipt by LISC of satisfactory deliverables, as applicable. Consultant proposals should indicate estimated time and effort and fees assigned for each task or deliverable identified in the Scope of Work. Fees for each task or deliverable should include preparation, research, participation in phone calls and meetings with LISC, other stakeholders, edits of drafts (if requested), and other ancillary tasks/work necessary for the completion of each task or deliverable described in this Scope of Work.

Reporting and Invoicing

Consultant will prepare short monthly progress reports to accompany their invoice by the 5th of every month.

Proposal Guidelines and Requirements

Proposals should include the following:

- Narrative confirming your understanding of the proposed scope of services
- Firm or individual biography, profile of qualifications with description of relevant experience including engaging neighborhoods and residents, real estate development, and resiliency work (3 pages maximum)
- A list of relevant past projects and experience (2 page maximum)
- Proposed approach, project timeline, and your deliverable-based fee schedule to complete the scope of work outlined (3 pages maximum)
- A list of 3 external references, including email and telephone contact information

Evaluation Criteria

Consultant selection will be determined by the criteria listed below:

- Consultant understanding of the scope and goals of this project
- Consultant statement of qualifications, relevant experience, and external references
- Responsiveness of proposal to the specifications set forth in this RFP
- Proposal presentation, including clarity, logic, and organization
- Pricing structure and price levels
- Consultant availability

Contact information and Deadline for Submissions/Timeline for Proposals

Please submit all information requested above to Amanda Wilson, Senior Program Officer, via email (awilson@lisc.org). Submissions are due no later than **12:00 PM (CDT) on July 31, 2023**. All questions regarding this RFP should be directed only to LISC and should be submitted via email. Responses to all questions will be published regularly on the LISC website.

Small Business Enterprises, Minority-Owned Business Enterprises, and Women-Owned Business Enterprises.

LISC is committed to working with Small Business Enterprises (SBEs), Minority-Owned Business Enterprises (MBEs), and Women-Owned Business Enterprises (WBEs). Submissions from SBEs, MBEs, and WBEs are encouraged.

Intellectual Property

Any reports or other deliverables produced pursuant to a scope of work or contract will be the sole property of LISC.

About LISC

LISC (Local Initiatives Support Corporation) is a national community development nonprofit and financial institution with a local office in Kansas City that has worked for 40 years to build the capacity of local community development corporations (CDCs). LISC is the nation's largest community development support organization serving urban and rural areas in 36 states. With residents and partners, LISC forges resilient and inclusive communities of opportunity across America –great places to live, work, visit, do business, and raise families. As a Community Development Financial Institution (CDFI), LISC invests in new housing, grocery stores, health centers, athletic fields, early childhood centers, community projects, retail, and more in historically disinvested neighborhoods across the country.

About MARC

MARC is a nonprofit association of city and county governments and the metropolitan planning organization for the bistate Kansas City region. It has served this role in the region for over 50 years. Governed by a Board of Directors made up of local elected officials, MARC serves nine counties and 119 cities. MARC provides a forum for the region to work together to advance social, economic and environmental progress. MARC promotes regional cooperation and develops innovative solutions through leadership, planning and action. The nine counties (including respective cities within these counties) served by MARC include: Cass County, Mo.; Clay County, Mo.; Jackson County, Mo.; Johnson County, Kan.; Leavenworth County, Kan.; Miami County, Kan.; Platte County, Mo.; Ray County, Mo.; and Wyandotte County, Kan.