

Wayne Metropolitan Community Action Agency

REQUEST FOR PROPOSALS (RFP)

CDFI Technical Assistance Grant
Market Analysis and Strategy for Credit Union



**Wayne Metropolitan
Community Action Agency**

Wayne Metropolitan Community Action Agency
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Wayne Metropolitan Community Action Agency is a multi-funded, multi-service human services agency, community action agency, and community development corporation, with a current operational budget that exceeds \$20 million.

Agency Mission Statement

The mission of Wayne Metropolitan Community Action Agency is to empower low-income people and strengthen communities through diverse services, leadership, and collaboration.

Grant Description

By September 2011, Wayne Metropolitan Community Action Agency (Wayne Metro) seeks certification as a Community Development Financial Institution. Through a technical assistance grant from the Federal Department of the Treasury, Wayne Metro will be hiring for the completion of a market analysis as well as a strategic plan for achieving certification, successful fundraising for operational and lending funds, and having appropriate staff and locations in place and trained to serve our community as necessary.

These two projects (market analysis and Start-up Technical Assistance and Strategic Guidance) could be completed by one consultant for both parts or two separate consultants; we are asking for a separate proposal for each part so please submit two proposals if seeking to complete both. Proposals submitted that include the two projects in one proposal will not be considered.

Scope of Work

A) Consultant to be hired 1/1/10 – 6/30/10 to complete: Market Analysis

This consultant will be experienced in working with CDFIs and will be hired to conduct a market analysis including both internal and external analyses that will be vital to the CDFI start-up process. This person will be charged with the duty of using a systematic process to evaluate the applicant's external and internal environment for opening a credit union in their service coverage area. Wayne Metro is interested in paying a flat amount to this consultant for the job in total – this amount can be split into monthly or bi-monthly payment.

Analysis must include:

- Where do a majority of the potential borrowers reside?
- Where would this service fit in with the financial services currently available in those areas?

- What is a feasible starting magnitude of this project, and what is potential full magnitude?

Services may include:

- Program designs that meet the needs of potential borrowers;
- Capital structure, human resources and systems analyses;
- Research and data collections regarding target market and existing services in the community;
- Disseminating findings to Applicant staff persons
- Marketing Plan Development;
- Business Plan Development; and
- Marketing Training

**B) Contractor Services to be hired 7/1/10 – 6/30/11 to complete:
Start-up Technical Assistance and Strategic Guidance**

As a start-up CDFI, Wayne Metro will rely heavily on training and technical assistance consultants versed in the CDFI and CDC industries.

The responsibilities of the Contractor will be to:

- Assess the current operations of the Applicant agency;
- Guide, advise, and train applicant in financial product and CDFI start-up procedures including capitalization, underwriting policies and other portfolio management needs, training needs, software/hardware needs, management, community development performance/effective use, financial viability planning, and implementation planning;
- Develop a strategic plan for operations and implementation with the applicant Chief Executive Officer;
- Work with staff on meetings/proposals for raising operational and loan funds;
- Ensure applicant develops a realistic timeline for implementing strategic plan
- Assist in Board and staff training
- Apply Best Practices to the formation of the Wayne Metropolitan Community Action Agency CDFI Credit Union.

Wayne Metro is interested in paying a flat amount to this consultant for the job in total – this amount can be split into monthly or quarterly payment; the following benchmarks would be expected as negotiated in contract:

- Initial debriefing – see note *
- Draft a strategic outline of how this start-up process will be structured
- Train Wayne Metro in CDFI start-up procedures (possible Opportunity Finance Network training?)
- Create a detailed plan for what services will offered by Wayne Metro and what employees, partners, and funders would play a role in each service

- Work with Fund Development Staff to discuss necessary target funding opportunities, and work with IT Director to order necessary equipment
- Begin implementation for the operations of the financial services
- Meet with Wayne Metro's Board of Directors to report on the progress
- Work with Grants Manager to complete report to CDFI showing compliance with the TA grant

* Note: An initial debriefing and strategic discussion with the CEO, COO, Grants Manager, and Board of Directors of Wayne Metro is expected; questions to be discussed at that time include:

- Discuss how their design or proposed design is appropriate for the Target Market (e.g. flexible underwriting criteria, nontraditional forms of collateral, low down payment requirements, closing costs assistance, etc.).
- Discuss how the Applicant's current or proposed Financial Products and/or Financial Services are or will be similar or different from other sources within the Target Market.
- If the Applicant is expanding its Financial Products and/or Financial Services, identify the new products and/or services and explain why the Applicant decided to provide such to its Target Market. If the Financial Products and/or Financial Services are to be developed, briefly discuss the Applicant's development strategy, including timelines, expected deliverables, and progress to date.
- Discuss any activities the Applicant regularly engages in to develop, test, and adapt its Financial Products and/or Financial Services in response to customer needs, demand, and market opportunities.
- Provide an example of a past, current, or anticipated project or initiative and how this project or initiative addresses the current level of needs and demand of the Target Market.

Project Approach

Include a proposed work schedule.

Qualifications of Firm

a) Related Experience - State your experience with comparable projects.

b) Personnel Qualifications – State your style with telecommunication, interpersonal relationship building, industry relationships, and educational background.

c) Capacity - Describe your ability to complete the project either by your own staff or in consort with your subcontractors or other partners. Include some

preliminary estimate on the amount of assistance necessary from appropriate Wayne Metro staff.

d) Reputation - Include case histories and a minimum of two client references.

e) Please list initial questions you have for Wayne Metropolitan CAA about this project.

f) Please describe your knowledge of Southeast Michigan.

Deadline

Wednesday, December 2nd, 2009, 5pm, Eastern Standard Time – the proposal must be at the Wayne Metro administrative office (address on RFP cover).

Evaluation

Proposals will be reviewed and responses given via email by Monday, December 7 at noon. Phone interviews will take place between Wednesday, December 9 and Tuesday, December 15, with final determinations made and contracts offered by Friday, December 18.

Inquiries

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