

REQUEST FOR PROPOSALS (RFP) – NEW YORK CITY HOUSING DEVELOPMENT CORPORATION (HDC)  
Strategic Assessment and Plan for Corporate Technology

Objectives:

The New York City Housing Development Corporation (HDC) is the nation's largest municipal originator and servicer of multifamily mortgage loans. HDC seeks the services of a technology consulting firm with specific experience in the public finance, banking or financial services industries (such as work with housing finance agencies) which are comparable to HDC's core business activities. HDC seeks to engage such a firm to (1) perform a comprehensive evaluation of the present interaction between the corporation's existing technology systems and its business operations; (2) provide a detailed report of formal recommendations for a strategic plan that would inform and improve that business/technology cooperation; (3) provide a detailed report of formal recommendations for a strategic plan that would inform and improve the technology/technology cooperation (i.e. systems "talking to each other" in the most efficient, optimal way); (4) provide a detailed report on the IT systems structure/setup and ways to improve; (5) provide a detailed report on the current Disaster Recovery and Backup systems and ways to improve; and (6) provide technical guidance during the transition and implementation phases of such strategic plans. HDC presently has a staff of approximately 175 in total. The Management Information Systems (MIS) Division (i.e. HDC's technology unit) is presently staffed by 15 hired employees and augmented by two additional contract workers.

Business Requirements:

Although we are seeking a technology consulting firm, it is critical that the engaged firm also have experience managing and/or evaluating technology specifically within a business context that is closely aligned to HDC's. The selected technology consultant will therefore have experience evaluating and/or implementing systems that support comparable banking and financial industry activities (including loan underwriting, mortgage servicing, debt issuance, portfolio management on a building-level basis, and investment transactions). The firm's assigned consultants must have the ability to participate in productive and well-informed dialogues with the corporation's business managers; in order to understand their objectives, strategize creative solutions and (where necessary) address the limitations of what even optimal technology can realistically achieve.

Technical Requirements:

The selected firm must be well-versed in the systems currently utilized by HDC, including but not limited to relevant software provided by Oracle and The Benedict Group (Loans! Software), as well as the ability to analyze the hardware in place to operate them. (Additional systems currently utilized by HDC include Emphasys/SymPro Treasury Management Software with General Ledger Interfaces and Knowledge Lake imaging software.) The firm must also have broader knowledge about other platforms that provide finance-industry support, so that recommendations will be able to range from suggestions on how to better leverage existing HDC systems but also when (and why) it may be best to consider and explore other external options. More generally, the firm must also have the technical expertise to examine cybersecurity and the overall security and safeguards in place to support the functionality of Oracle,

Benedict and all HDC-utilized systems (including the basic but complete suite of Microsoft products, Linux, and others).

Personnel & Organizational Assessment Requirements:

The selected firm must have the ability to examine the current MIS organizational structure and staffing. The firm must assess the skillsets of both hired staff and contract workers to evaluate the proper alignment of functions and skills. The firm will be expected to make well-reasoned organizational recommendations about refining or redefining job descriptions, defining reporting structures, team-building, opportunities for cross-training and streamlining, necessary staffing changes or additions, the continuing need for contract workers vs. hired staff, and any potentially beneficial outsourcing opportunities for specific functions.

Disclosures

1. Has the firm, or any of its employees, or anyone acting on its behalf, ever been convicted of any crime or offense arising directly or indirectly from the conduct of the firm's business, or has any of the firm's officers, directors or persons exercising substantial policy discretion ever been convicted of any crime or offense involving financial misconduct or fraud? If so, please describe any such convictions and surrounding circumstances in detail.
2. Please disclose any other employment of situation which may create a conflict of interest if your firm were to be selected, including any relationship that the firm or any of its employees may have with HDC. Please describe any such relationship in your proposal, or affirmatively state that no such relationship exists.
3. The issuance of this RFP, and the submission of a proposal by the firm or the acceptance of such proposal by HDC, does not obligate HDC in any manner whatsoever. HDC is not obligated to pay and shall not pay any cost incurred by any Firm at any time for the preparation of its Proposal. Legal obligations will only arise upon the execution of formal agreements by HDC and the firm selected to render services described herein.
4. All Proposals submitted to HDC in response to this RFP may be disclosed in accordance with the standards specified in the Freedom of Information Law, Article 6 of the Public Officers Law of the State of New York.

Local Law 34 Compliance

Pursuant to Local Law 34 of 2007, amending the City's Campaign Finance Law, the City is required to establish a computerized database containing the names of any "Person" that has business dealings with the "City" as such terms are defined in the Local Law. In order for the City to obtain necessary information to establish the required database, your response to this RFP is required to include a completed Doing Business Data Form (the "Data Form"), which is attached hereto. The Data Form should be sealed in a separate envelope marked "Doing Business Data Form." The Data Form will be submitted to the Mayor's Office of the City of New York (the "City"). If the City determines that your

Data Form is not complete, you will be notified by the City and given four (4) calendar days to cure the specified deficiencies. Failure to do so will result in your proposal being deemed incomplete and therefore non-responsive.

Equal Employment

If any, provide a copy of the firm's most recent Employer Information Report EEO-1 and include as Attachment to the Proposal. Please state how many women and minorities work in your firm.

Minority and Women Owned Business Enterprise (MWBE):

HDC is dedicated to furthering the participation of minority and women-owned businesses in its work. All respondents are urged to include in their proposals methods for facilitating the participation in the project of businesses that have been certified by the New York City Department of Small Business Services ("SBS") as women or minority owned. This can take any form a Respondent considers appropriate including, but not limited to, proposals intended to ensure the utilization of certified minority and women-owned businesses as subcontractors or as joint-venture partners. In addition, proposals from minority and women-owned respondents are encouraged.

Submissions Must Include:

- The resumes of the firm's specific staff members/consultants who would be assigned if selected for the project; demonstrating their relevant business, technical and organizational experience;
- A plan outlining the firm's ideas about how to meet the objectives described in this RFP;
- A proposed timeline and cost for each of the objectives individually as well as for the entire project cumulatively;
- A list of client references (particularly any from housing finance agencies or other financial/banking service providers).

Submission Deadline:

Proposals are due by 5:00 p.m. on Friday June 30, 2017. Electronic submissions must be emailed by that deadline to [MISRFP@nychdc.com](mailto:MISRFP@nychdc.com) in order to be considered timely, but five paper submissions must also be submitted and must follow within no more than three business days of the electronic submission. The five paper copies of the proposal must be submitted to:

New York City Housing Development Corporation  
110 William Street, 10<sup>th</sup> Floor  
C/O: **Susan Tso**  
New York, NY 10038

In the interest of inspiring the most creative and innovative responses, HDC does not intend to answer questions prior to submissions. This RFP accurately lays out the substance of the services being sought, and HDC's website provides a wealth of additional information about the corporation's business.

Review of Proposals and Selection of Project Team:

HDC will review all proposals received. Firms responding to this RFP may be considered for an invitation to make oral presentations. If deemed appropriate, it is anticipated that oral presentations will be scheduled to take place during June 2017. Members of the firm must be available during this period. After submission of the proposal, please do not contact any member of the HDC staff with regard to oral presentations. HDC will notify any firm selected to be interviewed.

**HDC reserves the right to amend, modify or withdraw this RFP; to waive or revise any requirements of this RFP; to select for its management groups as many or as few responding firms as it may choose; to accept or reject any or all proposals received in response hereto; to extend the deadline for submission of proposals; to negotiate or hold discussions with any responding party; and to cancel, in whole or in part, the RFP if HDC deems it to be in its best interest to do so.**