houstonlandbank

August 24, 2026

RE: Request for Proposals: Investment Fund Consultants Q&A

The following questions were submitted during Q&A submission period.

1. **Question:** What specific dollar amount must the consultant identify and secure during the 60-day Phase 1 period? Please distinguish among funding for Phase 2 professional services, HLB administrative costs and capital commitments toward Fund I.
   Answer: During Phase 1, the Consultant is expected to identify sufficient funding to support the approved Phase 2 scope and develop an initial capital-raising pipeline for Fund I. HLB is not establishing a separate, predetermined Fund I capital-commitment amount that must be secured within the 60-day Phase 1 period.

2. **Question:** Which public entities, philanthropic funders, financial institutions, CRA-motivated lenders, CDFIs, family offices and impact investors have already been cultivated? If names are confidential, please describe the prospects by category and indicate the amounts discussed, relationship owner and current stage of cultivation.
   Answer: Respondents should assume that the Consultant will inherit certain existing relationships while also being expected to expand and develop the Fund's capital pipeline.

3. **Question:** Will the selected consultant receive warm introductions, prior correspondence and active participation from HLB executives, board members and anchor partners? Or is the consultant expected to originate new funding and investor relationships during the 60-day period?
   Answer: HLB will facilitate appropriate introductions within existing relationships and provide relevant background information and prior correspondence to the selected Consultant, where appropriate. Additionally, Consultant will inherit certain existing relationships while also being expected to expand and develop the Fund's capital pipeline. Additionally, Consultant is expected to expand and develop the Fund's capital pipeline.

4. **Question:** What documentation will satisfy the requirement to “secure” funding: a verbal indication of interest, nonbinding letter of interest, conditional commitment, board-authorized commitment, executed agreement or receipt of funds? If a prospect’s established grant, budget, investment-committee or board-approval process extends beyond 60 days, will documented progress and a qualified pipeline satisfy Phase 1?
   Answer: Where a prospective source's established approval process extends beyond the 60-day Phase 1 period, a well-documented and qualified pipeline, together with evidence of substantive progress toward commitment, may satisfy the applicable Phase 1 planning and capital-strategy deliverables. However, HLB's authorization to incur Phase 2 obligations remains contingent upon sufficient Phase 2 funding being identified, committed, received, and authorized as required by the applicable funding source and HLB.

5. **Question:** Has HLB established a preliminary minimum, target or maximum size for Fund I? How will the requirement for committed capital exceeding 50% of the initial Fund goal by March 2027 be calculated? Will conditional public allocations, recoverable grants, guarantees, credit facilities or other contingent commitments count toward that threshold?
   Answer: The treatment of individual capital instruments will depend upon the approved Fund structure and the Capital-Source and Eligible-Use Matrix developed during Phase 1. For purposes of calculating committed capital, HLB anticipates recognizing sources that have reached a level of documented commitment or authorization sufficient for inclusion in the approved capitalization plan.

6. **Question:** Is the consultant expected to solicit and negotiate investments from financial institutions, family offices or accredited investors, or will the consultant’s role be limited to capital strategy, investor materials,

introductions and meeting facilitation? Has HLB determined whether any anticipated activities require a registered broker-dealer, placement agent, licensed lender or other regulated professional?
Answer: The Consultant is expected to develop the capital strategy, prepare investor materials, identify and cultivate prospective capital sources, facilitate introductions and meetings, and lead or support engagement with prospective philanthropic, banking, CDFI, institutional, family-office, public-sector, and impact-investor participants consistent with applicable law.

HLB has not predetermined that every anticipated capital-raising activity will require a broker-dealer, a placement agent, a licensed lender, or another regulated professional.

7. **Question:** Which entity is expected to perform fund management, borrower intake, underwriting, credit approval, closing, disbursement, construction-draw administration, portfolio monitoring, payment processing, collections, workouts, defaults and investor reporting? Does HLB possess any existing lending or servicing infrastructure, or should respondents assume that these functions will be performed by one or more third-party providers?
Answer: A principal Phase 1 deliverable is the development of an operating model and responsibility allocation, identifying the appropriate entity or entities for fund management, capital administration, origination, eligibility screening, underwriting, credit approval, closing, collateral documentation, disbursement, construction draws, servicing, portfolio monitoring, compliance, accounting, investor reporting, delinquency management, recovery, technical assistance, and impact reporting.

8. **Question:** Is the consultant expected to recommend, competitively procure, contract with or supervise the fund manager, loan servicer, fund administrator, legal counsel, accountant and other specialists? How will these providers' startup and ongoing costs be paid—through separate appropriations, Fund capital, management fees, interest spread, borrower fees, investment income or continuing public or philanthropic subsidy?
Answer: The RFP specifically requires the responsibility allocation to distinguish Consultant functions, subcontracted functions, and functions requiring separate HLB procurement. Respondents should clearly identify these anticipated costs and state whether each is included in their proposed professional services fee or is expected to require separate funding.

9. **Question:** What portion of the preliminary $100,000 Phase 2 estimate is expected to be available for consultant compensation after the allowance for HLB administrative costs? Does the estimate include legal fees, entity formation, fund-administration systems, servicing setup, accounting, compliance, due diligence, travel, investor materials and pilot-transaction expenses, or will those costs be funded separately?
Answer: The RFP deliberately characterizes the $100,000 as preliminary rather than a fixed Phase 2 consultant fee. The $100,000 amount is a preliminary planning estimate only, inclusive of an allowance for HLB administrative costs. The final Phase 2 not-to-exceed amount and allocation will be established after Phase 2 funding is confirmed, and the Phase 1 implementation plan, operating model, legal structure, and associated resource requirements are approved.

10. **Question:** For the one or two pilot projects, does "identify, vet, and package" include formal underwriting, appraisal, environmental review, title and site-control verification, financial projections, term-sheet negotiation and closing coordination, or only preliminary screening and presentation? May the respondent serve as prime consultant and use specialized subcontractors for fund formation, legal, securities, underwriting, servicing and administration, with the final operating team refined after Phase 1?
Answer: For purposes of the RFP, "identify, vet, and package" primarily refers to developing sufficient information to determine whether a potential pilot opportunity is aligned with the approved Fund framework and is suitable for presentation to HLB and prospective capital partners.

Respondents may propose a prime consultant/subconsultant or multidisciplinary team structure, including specialized expertise for fund formation, legal, securities, underwriting, servicing, administration, and other functions. The proposal must identify the proposed team and responsibility structure, and the prime Consultant remains responsible for integration, quality control, schedule, and delivery.