REQUEST FOR PROPOSALS FOR FINANCIAL SERVICES:

Bookkeeping & Accounting and Strategic Financial Consulting Services: Fractional CFO | Financial Strategy, Fund Management & Organizational Sustainability

Issued July 13, 2026

Introduction

The Houston Land Bank (HLB) is seeking proposals to provide financial services to include bookkeeping, accounting, strategic financial consulting, including fractional Chief Financial Officer (CFO) support, for HLB for an initial two (2) year term beginning with fiscal year 2027, with the option to extend for up to two (2) additional one-year terms.

About Houston Land Bank

HLB is a not-for-profit local government corporation incorporated in Texas and is a component unit of the City of Houston. HLB is committed to being a robust and innovative partner in the equitable redevelopment of Houston neighborhoods and a good neighbor to the communities in which we work to provide affordable homes for low- and moderate-income Houstonians.

HLB promotes the development of affordable homes primarily through the sale of vacant properties to builders with the requirement that the property is used for construction of an affordable home for income-qualified buyers (properties may be sold for less than appraised value to incentivize construction) and through the sale of developed properties on which the City of Houston's New Home Development Program has commissioned the construction of affordable homes for income-qualified Houstonians.

<u>Additional Context:</u>

HLB is the only public land bank in Texas and the largest in the United States by property value. HLB has secured $8.7M in EPA grants and congressional earmarks, reactivated $100M in property value, and supported 385+ affordable homes. In 2025, a Harris County interlocal agreement doubled HLB jurisdiction to encompass all of unincorporated Harris County. HLB is actively exploring potential funding vehicles targeting capital from philanthropic, bank, and institutional investors. These funds would be redeployed into projects and organizations throughout the HLB footprint. HLB Fund the organization's 501(c)(3) affiliate, serves as the fundraising and grant-receiving vehicle and will serve as the fund management entity for lending programs and investment capital deployment. HLB federal congressional earmarks are being considered for the development of a revolving loan fund.

Scope of Work

HLB seeks a financial service firm with bookkeeping, accounting, strategic financial advisory, and accounting experience serving organizations operating in community development finance, government-affiliated nonprofits, and/or local governments and non-profit community development organizations, emphasizing investment fund management, multi-year financial planning, and real estate transactions. The selected firm must be prepared to support the financial architecture of a complex, growing organization operating at the intersection of public authority, community development finance, and emerging investment capital markets. The scope of work includes two tracks:

TRACK A — STRATEGIC FINANCIAL ADVISORY (CFO-LEVEL)

The following services represent the strategic core of this engagement and require executive-level financial expertise.

- Serve as fractional CFO, attending Board of Directors meetings as the organization senior financial advisor and presenting financial reports, forecasts, and capital recommendations directly to the Board and Finance Committee on a quarterly basis.
- Develop and maintain a multi-year financial model for HLB and HLB Fund, including annual operating budget projections, cash flow forecasting, and scenario planning tied to land disposition activity, grant cycles, congressional earmark deployment, and earned revenue development.
- Support the financial architecture and capital structure design for the Gulf Coast Community Development Investment Platform, including fund accounting system setup, investor reporting templates, capital deployment tracking, and financial compliance frameworks for philanthropic, PRI, and bank investment capital.
- Design and maintain financial systems for HLB Fund lending programs, including loan loss reserve accounting, revolving loan fund financial management, and investor-grade reporting for partners participating in the platform.
- Develop and implement a multi-year earned revenue and financial sustainability strategy to reduce HLB’s dependence on operating grants, modeling the financial impact of land disposition activity, fund management fees, investment returns, and program revenue.
- Advise on CDFI-adjacent financial compliance readiness, including financial systems, capital management practices, and reporting standards that position HLB and HLB Fund for potential future CDFI certification or comparable federal designations.
- Support the CEO with financial narratives, data, and projections for major grant applications, funder due diligence requests, and investor presentations.
- Provide strategic input on investment decisions, capital deployment timing, and organizational growth projections as the investment platform moves from development to launch.
- Provide coaching and support to the Director of Finance.
- Provide guidance on revenue-generating opportunities and systems design to support said opportunities.

TRACK B — OPERATIONAL ACCOUNTING & COMPLIANCE

The following services represent the ongoing operational accounting functions of the organization, retained from the prior scope with minor modifications and are expected to run during the partial or entirety of fiscal 2027, depending upon the needs of the organization.

- Review the general ledger accounting system (QuickBooks Online) to ensure the financial reporting needs of the organization are met,
- Perform monthly reconciliations of the bank account(s) and all balance sheet accounts, including HLB Fund accounts and any new fund accounts established for lending programs, and route them for final approval

- Assist with the end-of-month close process, including the preparation of monthly financial reports and supporting schedules
- Process vendor payables (Bill.com), including routing invoices through the appropriate approval workflow for sign-off by the designated signers
- Enter and reconcile purchase requisitions and purchase orders
- Process invoices in a timely manner (30-day timeframe) and file accordingly
- Assist with processing and documenting payroll and related retirement plan contributions
- Prepare year-end 1099s for applicable vendors
- Record transactions for property sales, including the sale of HLB-owned lots to builders and community development corporations, and record loan originations, repayments, and capital deployments associated with HLB Fund lending programs, and prepare documents for incoming money transfers from the City or other sources
- Process grant invoicing and reimbursements, ensuring invoices are processed and supporting backup is tagged with its invoice identification number on the cadence each grant requires; this includes federal congressional earmarks, EPA brownfield grants, and any new grants received during the contract term
- Support and actively participate in the year-end external audit, including preparing and providing requested documentation, schedules, and reconciliations, and responding to auditor inquiries in a timely manner.

The scope of work is estimated to require a variable engagement across both tracks. Track A (Strategic Advisory) is estimated at 10-15 hours per month. Track B (Operational Accounting) is estimated at 15-20 hours per week during active periods, with peaks during audit preparation, board cycles, and investment platform development phases. Certain Track B tasks will be performed at HLB offices. The consultant(s) will report directly to the President & CEO for Track A functions and will coordinate with the Director of Finance for Track B operational functions.

Evaluation of Proposals

Proposals will be evaluated by a team of HLB staff and possibly other subject matter experts as determined by HLB. Scoring will be as follows:

Revised scoring criteria:

Criterion	Points
Strategic financial advisory experience (nonprofit, CDFI, or community development fund management)	30
Technical accounting experience with governmental entities and nonprofits	30
Investment fund, lending program, or CDFI financial management experience	15
Partnership approach and fit with CEO-level strategic advisory role	15
Pricing	10

Proposal Requirements

Proposals are limited to 20 pages using standard font sizes and margins. Required materials described in items 5 and 6 below (insurance and financials) will not count toward the maximum page count. HLB is not responsible for any costs incurred in developing responses to this RFP. At a minimum, proposals should include:

1. Detail of your firm's experience in providing strategic financial advisory and/or fractional CFO services to bookkeeping & accounting services to governmental entities, as well as other entities comparable to HLB, with emphasis on organizations managing lending programs, revolving loan funds, investment capital, or CDFI operations.
2. Description of the qualification of principal staff to be assigned to the consulting services such as resumes of the individuals directly related for this contract and references or letters of recommendation. Info with respect to the education, position with the firm, years and type of experience.
3. Description of the procedures to be performed, including the approaches and methods to use, for tasks to be accomplished in a timely manner. Also include sample financial reports and reconciliation schedules previously provided for a former client/firm. Sample multi-year financial models, cash flow forecasts, or earned revenue analyses are strongly encouraged (anonymized if necessary).
4. Evidence of professional licensing and any similar certifications issued by the City of Houston or another public entity in Texas.
5. Evidence of at least $1 million in general liability insurance and professional liability insurance, as well as required worker's compensation coverage or ability to secure such coverage, should the firm's services be retained by HLB.
6. Individual/Corporate tax returns or audited financial statements for the past three years.
7. Proposed fee structure for both Track A (Strategic Advisory) and Track B (Operational Accounting). Respondents may propose an hourly rate for each track, a blended rate, or a monthly retainer structure. Please indicate your approach and any assumptions regarding minimum monthly engagement. Billing and payment will be disbursed on a monthly basis in the subsequent month once services are fully rendered.
8. Computer equipment will not be provided for operational work; consultants should be equipped with their own hardware. HLB will provide an organizational email address and access to QuickBooks Online and Bill.com. For Track A strategic advisory functions, HLB will discuss access to financial modeling tools, budgeting platforms, or reporting software with the selected consultant at the time of engagement.

<u>REQUIRED WRITTEN SCENARIO RESPONSE (not counted in page limit):</u>

HLB is preparing to launch an investment platform. The platform will deploy capital through three product lines: (1) land acquisition and predevelopment loans; (2) developer growth capital; and (3) brownfield remediation. A 501(c)(3) affiliate will serve as the fund management entity. Describe your approach to: (a) designing the fund accounting and financial management infrastructure; (b) building an investor-grade financial reporting framework for philanthropic and bank capital partners; and (c) advising the CEO on financial sustainability as the platform scales.

Questions Regarding This Procurement

Questions regarding this procurement should be sent to procurements@houstonlandbank.org no later than 5 p.m. Central time on August 14, 2026. HLB will post responses to all questions received; responses will be posted under the Procurements section at www.houstonlandbank.org/resources.

Process & Schedule

Action Item	Date
Request for Proposals issued	July 13, 2026
Questions due regarding RFP	July 27, 2026 by 5 p.m. CST
Proposals due	August 14, 2026 by 5 p.m. CST
Evaluation of proposals	August, 2026
Submission for Board Approval	September, 2026

Submittal Instructions

Proposals should be submitted via **Submittable** no later than 5 p.m. Central time on Friday, August 14, 2026. Late submissions will not be considered. Respondents must pay the $100 nonrefundable application fee via PayPal for consideration.

The RFP proposal MUST be signed by an individual authorized to contractually bind the firm submitting the Proposal. Failure to sign the Proposal will result in rejection as NON-RESPONSIVE. The Proposal must give the full firm name and address of the Proposer. The person signing the Proposal should show title or authority to bind his/her firm in a contract.

Information Provided by HLB

The information included with this RFP is provided solely for the convenience of the proposers. WHILE THIS INFORMATION IS BELIEVED TO BE ACCURATE, NO REPRESENTATION OR WARRANTY OF ANY KIND IS MADE BY HLB AS TO ACCURACY OR COMPLETENESS. Respondents are solely responsible for conducting such independent due diligence investigations as necessary for the preparation of responses.

Independent Contractor

It is understood that in the performance of any services herein provided, the Provider shall be, and is an independent contractor, and is not an agent or employee of HLB and shall furnish such services in its manner and method, except as required by this Agreement. Provider shall be solely responsible for all matters relating to the payment of its employees, including compliance with Social Security, withholding, and all other wages, salaries, benefits, taxes, exactions, and regulations of any nature whatsoever.