



**TENNESSEE HOUSING DEVELOPMENT AGENCY
REQUEST FOR PROPOSALS # 31620-00864
FOR
ACCOUNTING PROCESS REVIEW AND MAPPING
AMENDMENT ONE**

DATE: May 5, 2025

RFP# 31620-00864 is amended as follows:

A. Please see below the Answers to the Questions submitted regarding the RFP in no particular order.

No.	Questions	Answer
1	How many individual accounting processes have been identified by THDA as in-scope for review and mapping?	In RFP 6.6 attachment: #5 Main areas Financial Reporting & Close; Treasury: Cash and Debt Management; Mortgage Lending; Procurement & Accounts Payable; Grant Accounting
2	Can THDA provide a listing of processes that are in-scope?	In RFP 6.6 attachment, processes include: Financial Reporting & Close; Treasury: Cash and Debt Management; Mortgage Lending; Procurement & Accounts Payable; Grant Accounting
3	Is the accounting for individual properties, including lease tracking, property maintenance, and cash management in-scope?	This does include lease / SBITA tracking and cash management, but does not include property maintenance. While THDA does not have long-term leases / SBITA recorded currently, we are interested in technology that would allow us to measure and track potential system acquisitions to evaluate whether to record them.
4	What technology systems are in-scope?	SL-Solomon ERP, Management Reporter (Financials), Atlas (In-House Custom Import Utility), ReQlogic (Purchase orders and workflow approval), Cobblestone (Contracting software), FICS (Mortgage Servicer and Mortgage Accountant), Fund Control (In-House Custom bond issue allocation) Emphasys (Sympro Bond Debt and Sympro Investments), Thelma/Encompass (Mortgage purchase). Exchange of data between: EDISON ERP to Solomon ERP, Grants Management system (grantee expense reimbursement request), SmartSimple (voucher approvals for grants to be paid via EDISON), YARDI (voucher approvals for grants to be paid via EDISON), State Treasury PaymentConnect (ACH receipt info), and iNovah (cashiering software)
5	How many individual THDA employees are anticipated to be interviewed during walkthroughs?	Approximately 28 in accounting, 5 in finance, 3 in IT and 7 in operations.
6	Are there specific pain points or changes within the Accounting Division that you want to address?	Perform a full analysis of all processes with emphasis on the elimination/reduction of manual and duplicate processes focusing on efficiency, accuracy and best practices.

7.	What tools and systems are currently in use with the Accounting Division?	<p>Excel, SL-Solomon ERP, Management Reporter (Financials), Atlas (In-House Custom Import Utility), ReQlogic (Purchase orders and workflow approval), Cobblestone (Contracting software), FICS (Mortgage Servicer and Mortgage Accountant), Fund Control (In-House Custom bond issue allocation software) Emphasys (Sympro Bond Debt and Sympro Investments), Thelma/Encompass (Mortgage purchase).</p> <p>Exchange of data between: EDISON ERP to Solomon ERP, Grants Management system (In-House Custom grantee expense reimbursement request), SmartSimple (voucher approvals for grants to be paid via EDISON), YARDI (voucher approvals for grants to be paid via EDISON)), State Treasury PaymentConnect (ACH receipt info), and iNovah (cashiering software)</p>
8.	How do you envision stakeholder involvement throughout the project?	Support in the form of walkthroughs with individual stakeholder's, including observing current processes and software.
9.	What is your preferred timeline for completing this project?	As stated in the RFP 1.1.2, the time period of the project should be between three (3) to six (6) months.
10.	How will you measure the success of this project?	<p>Details can be found in RFP Contract portion under scope.</p> <p>A comprehensive in-depth assessment and documentation of current workflows for Financial Reporting & Close, Treasury: Cash and Debt Management, Mortgage Lending, Procurement & Accounts Payable and Grant Accounting Revenue.</p> <p>Identification of opportunities for efficiency, automation and alignment with industry best practices.</p> <p>The Contractor shall identify opportunities for increased efficiency, automation, and alignment with industry best practices while ensuring compliance with applicable accounting standards. The Contractor shall identify these opportunities for both automation and system. The Contractor shall develop a detailed report outlining inefficiencies and non-value-adding activities and further recommend process improvements, automation strategies, and best practices tailored to THDA's needs.</p> <p>The Contractor shall conduct a gap analysis comparing existing processes with industry best practices; contractor shall document current processes and identify inefficiencies. The Contractor shall provide THDA with a detailed gap analysis report outlining inefficiencies and areas for improvement, including system enhancements. This report shall include actionable recommendations for process enhancements and system utilization that minimize redundancy.</p> <p>The Contractor shall conduct a final presentation and provide a written summary report of findings as well as recommendations for next steps to THDA. The presentation and written summary report shall include a roadmap with practical recommendations for process optimization and automation.</p>

		Periodic brief progress reports.
11.	What key performance indicators (KPIs) are important to you?	Operating Income, Efficiencies around financial reporting (specifically at quarter-end) – quicker closing timelines, Bond ratings, Audit reviews
12.	Are you able to provide an organizational chart for the Housing Development Agency, and in particular, the Accounting Division? If not:	Organizational charts could be provided once the RFP awarded.
a.	Can you tell us which functions the Accounting Division includes (e.g. AP, AR, treasury, procurement, budgeting, payroll), and what is the headcount within each of these functions?	In RFP 6.6 attachment, processes include: Financial Reporting & Close; Treasury: Cash and Debt Management; Mortgage Lending; Procurement & Accounts Payable; Grant Accounting
b.	What are the cross-functional departments with accounting, such as HR, IT, billing, grants management, housing choice voucher?	VMLS- Loan Servicing, Multifamily developments, Operations, IT Business Analysis, all THDA divisions
c.	Are there any external partners we should be speaking with, e.g. government and nonprofit partners, state comptroller's office?	State of TN Dept of Finance & Administration
13.	Do you have a sense of how many current processes you would like mapped?	In RFP 6.6 attachment, processes include: Financial Reporting & Close; Treasury: Cash and Debt Management; Mortgage Lending; Procurement & Accounts Payable; Grant Accounting
a.	Are you only looking for current state mapping, or would you like proposed future state mapping, as well? If so, for how many processes?	Yes, the current state and projected state of the processes in RFP 6.6 attachment, including: Financial Reporting T& Close; Treasury: Cash and Debt Management; Mortgage Lending; Procurement & Accounts Payable; Grant Accounting
14.	Can you provide a list of systems currently in use by accounting and related functions, e.g. ERP, HRIS (if separate), CRM (if separate), voucher management software, grants management software	<p>Excel, SL-Solomon ERP, Management Reporter (Financials), Atlas (In-House Custom Import Utility), ReQlogic (Purchase orders and workflow approval), Cobblestone (Contracting software), FICS (Mortgage Servicer and Mortgage Accountant), Fund Control (In-House Custom bond issue allocation software) Emphasys (Sympro Bond Debt and Sympro Investments), Thelma/Encompass (Mortgage purchase).</p> <p>Exchange of data between: EDISON ERP to Solomon ERP, Grants Management system (In-House Custom grantee expense reimbursement request), SmartSimple (voucher approvals for grants to be paid via EDISON), YARDI (voucher approvals for grants to be paid via EDISON)), State Treasury PaymentConnect (ACH receipt info), and iNovah (cashiering software)</p>
15.	Pg 23, B.15.c: Is there a diversity participation goal for this contract that we should be aware of?	Provide documentation if applicable.