



**Comprehensive Financial, Operational, and Asset Management Assessment
with Optional Technical Assistance and Training**

**RFP Number: CHA-ORG- 2026-01
Issue Date: March 23, 2026
Due Date: April 17, 2026**

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OVERVIEW

Introduction:

The Clarksville Housing Authority (“CHA”) is a Public Housing Agency in Clarksville, Tennessee, managing 510 low-income housing units across four city sites. The CHA also operates two maintenance shops, two community/Head Start buildings, and a central administrative office. CHA is a public body corporate and politic operating under the laws of the State of Tennessee and regulations of the U.S. Department of Housing and Urban Development (HUD).

The Clarksville Housing Authority (CHA) is soliciting proposals from qualified consulting firms to conduct a Comprehensive Financial, Operational, and Asset Management Assessment of the Authority’s public housing portfolio and organizational operations.

The purpose of this engagement is to provide CHA leadership and the Board of Commissioners with a data-driven evaluation of the Authority’s financial condition, operational performance, asset management practices, and organizational capacity.

This assessment will support:

- Financial transparency
- Operational efficiency
- Strategic planning and redevelopment initiatives
- Responsible stewardship of public resources
- Long-term sustainability of CHA housing assets

This engagement does not replace CHA’s annual independent financial audit but provides a forward-looking diagnostic assessment to guide leadership and operational improvements.

The consultant may also be asked to provide technical assistance and training services to support implementation of recommended improvements.

Organizational Background:

The Clarksville Housing Authority administers housing programs designed to provide safe, decent, and affordable housing to eligible low-income families in Clarksville and Montgomery County, Tennessee.

Programs administered include:

- Public Housing Program

- Capital Fund Program
- Resident Services Programs (ROSS / Family Self-Sufficiency where applicable)
- Property management and maintenance operations
- Affordable housing redevelopment initiatives

CHA owns and manages multiple public housing developments and related infrastructure assets.

Purpose of the Assessment:

CHA seeks an independent consultant to conduct a comprehensive diagnostic assessment of the Authority's financial, operational, and asset management practices.

The assessment will provide leadership with:

- A clear understanding of the organization's current operational condition
- Identification of strengths and potential risk areas
- Strategic recommendations to improve performance and sustainability

SCOPE OF SERVICES

Financial Analysis

- Operating revenues and expenditures
- Operating cost per unit analysis
- Financial trends and sustainability indicators
- Cash flow and reserve levels
- Capital Fund balances and obligations
- Budgeting practices and financial reporting systems

Operational Assessment

- Maintenance operations and staffing structure
- Work order management systems
- Unit turnover processes and vacancy management
- Procurement and contract management practices
- Property management operations

Asset Management Review

- Property-level financial reporting
- Cost allocation practices
- Administrative and management fee structures
- Portfolio performance indicators

Capital Infrastructure and Risk Review

- Deferred maintenance considerations
- Capital Fund planning and prioritization
- Infrastructure condition risks
- Long-term capital investment needs

Organizational Capacity Assessment

- Leadership structure
- Departmental coordination
- Staffing levels relative to operational needs
- Internal communication practices

C. Governance and Affiliate Review

- Governance practices
- Relationships with affiliated development entities
- Transparency and accountability practices

Executive Director Diagnostic Assessment

The consultant shall prepare a First-Year Executive Director Diagnostic Report providing CHA leadership and the Board of Commissioners with a comprehensive overview of the Authority's operational condition.

The report shall include:

Financial Health Diagnostic

- Financial sustainability
- Cost structure
- Reserve levels
- Capital funding utilization

Operational Performance Diagnostic

- Maintenance performance
- Work order response times
- Vacancy and unit turnover processes
- Property management efficiency

Asset Management Diagnostic

- Property-level financial performance
- Asset management compliance
- Cost allocation practices

Capital Infrastructure Risk Assessment

- Deferred maintenance considerations
- Infrastructure risk areas
- Capital investment priorities

Organizational Capacity Review

- Leadership structure
- Staffing alignment
- Operational coordination

Optional Technical Assistance and Training

Following completion of the assessment, CHA may request the consultant to provide technical assistance and training services to support implementation of recommended improvements.

Examples may include:

- Asset management training for CHA leadership and staff
- Financial management training related to public housing operations
- Maintenance management and work order system training
- Procurement and contract management training
- Leadership and supervisory development
- Implementation support for recommended operational improvements

Proposers should describe their capacity to provide training and provide hourly or daily rates for optional services.

Deliverables

- Initial project kickoff meeting
- Initial assessment briefing
- Draft diagnostic report
- Final comprehensive assessment report
- Strategic priority framework for the next 12–24 months
- Executive presentation to CHA leadership and Board of Commissioners

CONTRACT TERM

The contract term will be:

Three (3) years with the option for two (2) one-year extensions, subject to approval by the Clarksville Housing Authority.

MINIMUM QUALIFICATIONS

Proposers must demonstrate:

- Experience working with public housing authorities or affordable housing agencies
- Knowledge of HUD regulations and public housing operations
- Experience conducting financial, operational, or organizational assessments
- Capacity to complete the engagement within the required timeline

PROPOSAL REQUIREMENTS

Proposals must include the following:

1. Cover Letter
2. Firm Qualifications
3. Project Approach and Methodology
4. Key Personnel and Resumes
5. References (minimum three)
6. Cost Proposal

EVALUATION CRITERIA

Proposals will be evaluated based on the following criteria:

Criteria	Weight
Relevant PHA Experience	30%
Project Methodology	25%
Key Personnel Qualifications	20%
Cost Proposal	15%
References	10%

CHA may invite top ranked firms for interviews prior to final selection.

PROCUREMENT COMPLIANCE

This procurement will be conducted in accordance with:

- 2 CFR Part 200
- HUD Procurement Standards
- CHA Procurement Policy

REQUIRED CERTIFICATIONS

Proposers must submit :

- Debarment Certification
- Non-Collusive Affidavit
- Section 3 Compliance Statement
- Lobbying Certification
- Equal Opportunity Certification

PROJECT TIMELINE

Proposals must be received no later than:

Date: April 17, 2026

Time: 11:59pm

Week of April 20, 2026

Evaluation committee review of proposals.

Early May 2026

Contract negotiation and execution.

May–August 2026

Consultant performs assessment and prepares diagnostic report estimated 90-120 days.

EQUAL OPPORTUNITY

The Clarksville Housing Authority is an Equal Opportunity Employer.

Minority-owned, women-owned, and Section 3 businesses are encouraged to submit proposals.

SUBMISSION INSTRUCTIONS

Proposals must be received no later than:

Date: April 17, 2026

Time: 11:59pm

Submit proposals to:

Clarksville Housing Authority
Attn: Executive Director
721 Richardson Street,
Clarksville, Tennessee, 37040

Electronic submissions may be sent to: wallen@cha-tn.org and cc: ayoung@cha-tn.org. Late submissions will not be accepted.

Contact for Questions:

Questions regarding this RFP must be submitted in writing to:

Wanda Allen and/or Analosa Young
Clarksville Housing Authority
wallen@cha-tn.org cc: ayoung@cha-tn.org

Questions must be received by April 13, 2026

RESERVATION OF RIGHTS

The Agency reserves the right to:

- Reject any or all proposals received in response to this RFP
- Waive any informalities, irregularities, or minor defects in proposals
- Request clarification of proposal information from any proposer
- Cancel, amend, or reissue this RFP at any time

- Negotiate with any, all, or none of the proposers
- Award a contract in whole or in part, if deemed in the best interest of the Agency
- Accept any proposal deemed most advantageous, regardless of price
- Conduct interviews or request additional information as needed
- Verify the accuracy of all information submitted

Issuance of this RFP does not obligate the Agency to award a contract or to pay any costs incurred in the preparation of proposals.

ADDENDA

Any changes to this RFP will be issued as written addenda. It is the responsibility of the proposer to acknowledge receipt of all addenda.

SIGNATURE

Authorized Representative: _____

Title: _____

Date: _____