

Request for a Turnaround Management Organization to Work With the Downstate Economic Response Team Request for Proposals # 43-Q

Q1. I am a for profit company, my company information is attached, do I qualify for this work?

A1. The Department cannot pre-qualify applicants or pre-approve their proposals. Each organization must determine if they meet the eligibility requirements and have the qualifications, and if so, develop and submit a proposal for consideration. The eligibility requirements and qualifications for applicants, as stated in Sections I (B) and I (C) of the Request for Proposals (RFP) are as follows:

The successful consultant organization will be able to provide staff members who are business generalists with an emphasis on strong financial and communication skills. This position requires the ability to quickly respond to a notice of business risk within 48 hours, develop situational analysis of troubled businesses, identify restructuring options; and then develop and implement a plan of action. The expected average time for each such analysis would be two to four weeks. Individual(s) must have experience with mergers and acquisitions and capital markets work and be capable of advising employees, management and other stakeholders in buyout efforts, including the generation of business plans and financing memorandums.

In addition to general business skills, the consultant must have previous experience working objectively in the best interests of all stakeholders, including employees and representative unions, where present. The consultant will provide direct field service to targeted businesses in select industry sectors in New York City, Long Island and Westchester. Travel is expected and the job may require occasional overnight lodging.

The consultant organization's key staff that would provide services under this project should possess the following qualifications, skills and abilities:

- *A Bachelor's degree from an accredited college or university **AND** five years of loan workout experience as an agent or in direct loan relationships dealing w/problem credits for a lender or a combination of applicable loan workout, qualifying turnaround practitioner, or applicable corporate executive experience, **OR***
- *Five years of senior management experience leading the turnaround of the business or major business units, **OR***
- *Five years of executive management or business consulting experience, three of which have been in turnaround or restructuring management, **OR***
- *A minimum of 10 years of direct experience in loan workouts with problem credits for a lender, or similar experience in investment banking and private equity investments.*
- *Strong communication and presentation skills,*
- *Leadership qualities in crisis,*
- *Willingness to work in either advisory or hands on role,*

- *Awareness of both public and private technical and financial resources and local providers for these programs,*
- *Working knowledge of debtor-credit/bankruptcy law,*
- *Understanding of commercial lending, structured finance, private equity and public financing markets,*
- *Accounting, financial analysis and modeling knowledge,*
- *Prior exposure in either line management or consulting roles in other non-financial business disciplines (marketing, operations, human resources), and*
- *Existing network of business, industry and financial contacts.*

Q2. Is there any possibility that we could obtain a sample or a template of past winning RFP submissions for similar services? This would be a tremendous help in determining how to best package a competitive proposal.

A2. This request for proposals is a pilot program. The Department has not issued anything similar in the past. The best course of action is to make sure that all technical narrative and budget information fully addresses what is requested in the RFP.

Q3. I have a question about Attachments 10 and 11. “Form (A)” is the planned employment from contract start date thru end of contract term. How can we know the dates until we actually have a contract? Also, “Form (B)” is an annual employment report. How can we know this information prior to contract?

A3. Please complete the forms using estimates. You may use September 28, 2009 as the estimated start date of the contract.

Q4. When will fillable forms be available?

A4. The attachments to the RFP are fillable, but per the web site, the information that is entered can't be saved. Once you have completed entering the information on a given form, please be sure to print it so that it is ready to be included in the proposal.