



## REQUEST FOR PROPOSAL (RFP) for Rapid Start Team Director of Fund Development

**Release Date:** January 31, 2025  
**Proposal Due Date:** Rolling  
**Selection Date:** Rolling  
**Contract Period:** As needed

### I. Overview of Request for Proposals

[Appalachian Community Capital](#) (ACC), a Community Development Financial Institution (CDFI) serving members across the 13-state footprint of Appalachia, seeks support for its new wholly-owned subsidiary, the Green Bank for Rural America (Green Bank). To jump-start Green Bank for Rural America, an expert team will work through 9/30/2025 (or longer if needed), under the guidance of the ACC President and CEO, Green Bank Steering Committee, and Green Bank President & CEO. ACC and the Green Bank are committed to leveraging private capital and enhancing access to secondary markets for green lending products that align with the new energy economy initiatives in rural communities nationwide. Experienced professionals specializing in institutional development, the new energy economy, structured finance and fund formation, and community development will be considered for this role.

#### Scope of Work Considerations

The Rapid Start Team's Director of Fund Development (DFD) will lead market validation, fund design, and investor engagement efforts for a proposed Rural Opportunities Fund (final name TBD). This role will be critical in structuring and executing the fund's capitalization strategy, cultivating investor relationships, and ensuring alignment with key stakeholders, including community lenders, philanthropic organizations, financial institutions, and community-based investors. Responsibilities include conducting research, developing outreach and fundraising strategies, and engaging with key funders and investors to position the fund for a successful launch and long-term sustainability.

This role will report to ACC's Chief Risk and Compliance Officer (CRCO) and work in close collaboration with leadership at the Green Bank and Community Lender (CL) partners. Regular check-ins will ensure alignment with fundraising objectives, fund structuring, and investor engagement priorities.

Within the scope of work, potential fund development activities include:

#### *Community Lender Design Inputs & Market Validation*

- Analyze and summarize responses from the Community Lender Capital Needs Survey, identifying high-opportunity asset classes and loan products.
- Conduct and support one-on-one interviews with all approved CL Clean Communities Investment Accelerator (CCIA) awardees to gather insights on small business pipeline needs, funding parameters, and

projected demand.

- Synthesize feedback from CL interviews and survey responses to develop CL profiles and define capital demand.
- Assess market demand relative to current secondary market supply across asset classes, engaging ACC's secondary market financing leaders to identify market gaps.

#### *Collaborative Design Session Planning*

- Assist in coordinating and facilitating one or more collaborative design sessions with Green Bank Investment Committee members.
- Support follow-up research and engagement with prospective investment partners to refine the investment framework and identify capital sources.

#### *Fund Structuring & Capitalization Strategy*

- Fund Structure Evaluation: Assist in analyzing on-balance sheet versus off-balance sheet considerations for the Green Bank and/or ACC, incorporating feedback from the Green Bank Steering Committee, Investment Committee, and ACC Board to determine the most suitable fund structure.
- Decision Roadmap & Structuring Coordination: Support the development of a structured decision-making framework and align with parallel efforts in the structuring of a separate vehicle also in development currently.
- Investor Alignment & Presentation Materials: Conduct data analysis and develop materials to ensure fund structuring decisions align with investor expectations. Prepare investor pitch decks informed by financial insights and strategic analysis.

#### *Start-up Fundraising*

- Support the development of a concept proposal for philanthropic options, for initial seed funding for the Fund's startup / launch funding.
- Assist in developing a specific fundraising proposal to include a two-year launch budget.
- Support philanthropic identification and outreach.

#### *Development of Framework for the proposed Fund*

- Assist in expanding the existing outline of what we think will be a Participation Facility, detailing:
  - Organizational structure;
  - Product descriptions; and
  - Operating models with revenue and expense projections.
- Support research and engagement with prospective investment partners to refine the framework and identify capital sources.

#### *Investor Relationship Management*

- Investor Outreach & Engagement: Conduct outreach to existing investment partners and identify and engage new potential investors, including financial institutions and philanthropic organizations.
- Relationship Management & Communications: Support investor relationship management by tracking communications, maintaining engagement records, and preparing customized briefing materials for meetings.
- Investment Materials & Impact Narratives: Assist in drafting investment materials and compelling impact narratives to attract community-based Fund Managers and back-office support.
- Investor Relations Strategy: Contribute to the development of a comprehensive investor relations strategy, including defining key messaging, milestones, and a structured timeline for outreach and communications.

#### *RFP Development for Fund Support / Management*

- Request for Proposal (RFP) Development: Draft an RFP to identify potential Fund Management Support partners and/or complementary secondary market providers, evaluating the feasibility of including servicing or referral fee structures.
- Cost Analysis & Fund Management Strategy: Conduct a cost analysis comparing direct fund management versus outsourced servicing and referral fee structures across different asset classes.

#### *Fund Management & Team Building*

- Support the development of a job description for a staff position to build out the long-term fund management team.
- With feedback from leadership at both ACC and Green Bank, draft an initial organization chart for the Fund.
- Assist in onboarding of staff and defining initial roles and responsibilities, ensuring alignment with fund development and structuring priorities.

The DFD will play a crucial part in shaping the successful launch and capitalization of the Fund. By driving investor engagement, refining fund structures, and coordinating key funding initiatives, this role will contribute to the long-term success and sustainability of the Fund in advancing opportunity in the new energy economy in rural communities.

#### **Requirements for Contractors**

Experienced professionals who will be considered for this role will bring a range of skills and experiences including:

- Experience in fund development, investor relations, and capital development, particularly in impact investing or community development finance.
- Knowledge of Community Based Finance structures, small business finance, commercial and community facilities financing and impact-driven investment vehicles.
- Ability to engage with a broad range of stakeholders, including institutional investors, philanthropic funders, and community-based organizations.
- Strong analytical and communication skills to synthesize financial models and market demand insights.

Proposals to provide these services will be evaluated on contractors' qualifications, expertise, track record, proposed Scope of Work, budget/timeline, references, and understanding of the priority communities.

## II. About Appalachian Community Capital and the Green Bank for Rural America

Founded in 2013, Appalachian Community Capital (ACC) is a Community Development Financial Institution (CDFI) serving member CDFIs across the 13-state footprint of Appalachia with a mission to increase small business lending across this underserved and primarily rural region. By providing capital, capacity building, and innovative programming to its members, ACC catalyzes entrepreneurship, opportunity, and inclusive growth in diverse and distressed communities. ACC has 37 members which manage over \$2 billion in total assets. Investors and supporters of ACC include: the Appalachian Regional Commission, US Treasury CDFI Fund, the Ford Foundation, Goldman Sachs, Bank of America, Truist, US Bank, Wells Fargo, Benedum Foundation, Dogwood Foundation, Mastercard Foundation, and many others.

ACC launched the Green Bank for Rural America, a wholly owned non-profit subsidiary, to help rural areas gain the most benefit from the new energy economy. Rural communities have long been the heart of energy production in America, powering the growth of our nation. The Green Bank renews this legacy, working alongside communities to build resilient local economies and to create new opportunities for a prosperous future.

Backed by a landmark \$500 million award from the United States EPA, the Green Bank makes targeted investments to connect rural communities with new financing sources. The initial award will help attract even more private capital, for an estimated \$1.6 billion into 2,000 projects. This means 13,000 good jobs and a way to preserve the quality of life in rural communities, where local businesses and community leaders work together to help their communities thrive.

The Green Bank drives investment to community lenders as well as technical assistance to local leaders and workforce development partners. The Green Bank aspires to become a self-sustaining entity, ensuring rural communities can leverage the new energy economy to:

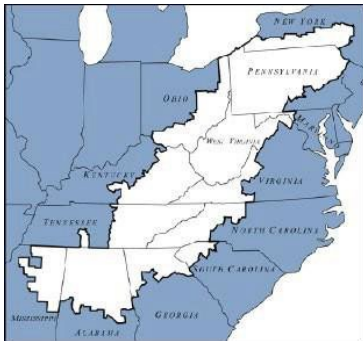
1. Create good jobs that stay in rural communities, helping local communities thrive;
2. Help families and businesses save, build wealth, and increase profitability, creating a more prosperous future; and
3. Create healthier communities while preserving the quality of life in rural areas.

Visit [Appalachian Community Capital](#) and [Green Bank](#) for more information.

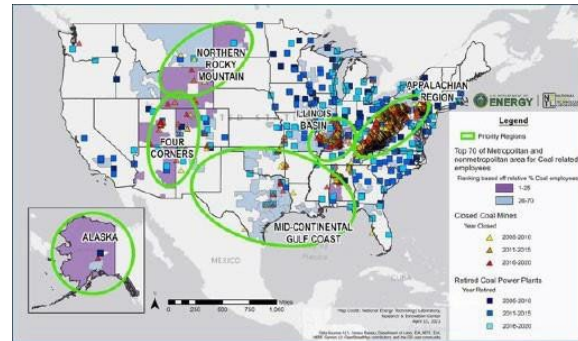
### III. About the Appalachian Region and Priority Rural Communities

The Green Bank for Rural America has structured a robust national program that prioritizes 582 counties in Appalachia, energy and underserved rural, and Native communities – 30% of all US persistent poverty counties – with financing and technical assistance activities being available in all eligible rural communities nationally.

The Green Bank for Rural America will prioritize the 13-state region of Appalachia, Coal and Power Plant Communities nationally, and other underserved rural areas such as Persistent Poverty Counties, NMTC Low Income Communities, federal Opportunity Zones and other areas.



Appalachia –  
*Appalachian Regional Commission*



Coal Communities and Power Plant Closures –  
*Interagency Working Group*

## IV. Project Timeline

Proposals will be reviewed as they are received, with contractor agreements being generated on a rolling basis, beginning as early as February 3, 2025. ACC anticipates that the work of the Rapid Start Team will be completed by September 30, 2025; however, the timeline will be extended if needed in mutual agreement with the contractors.

Project activities may be extended beyond the contract end date to include additional support for jump-starting the stand-up of the Green Bank for Rural America, as noted above.

## V. Instructions to Submit a Proposal

Contractors seeking to provide the requested services should submit the items listed below.

- Scope of Work describing proposed activities and tasks to be undertaken.
- Identified staffing for each work element.
- Budget that defines deliverables and proposed payment schedule, including indirect costs. A 'Not to Exceed' cost for the full engagement must be provided.
- Timeline for the Scope of Work.
- Biography/resume for staff noted in proposal.
- Client References including name, title, organization, contact information, and a brief description of the relevant work performed.

Please submit responses via email in one pdf attachment to Samantha Sadiv, CBIZ Nonprofit & Social Sector Group at [Samantha.sadiv@cbiz.com](mailto:Samantha.sadiv@cbiz.com). In the Subject line please indicate: Green Bank Rapid Start Team Proposal – Director of Fund Development.

## VI. Proposal Evaluation

ACC will select contractors through a competitive process based on the following criteria:

- Qualifications, expertise, track record, and staff bios – including experience in / working with rural communities.
- Scope of Work and Timeline
- Budget
- References