



SMACNA National
4201 Lafayette Center Dr
Chantilly, VA 20151-1219

SMACNA Request for Proposals (RFP)

Project Title: Best Practices in Cashflow Management

RFP Number: RFP-2025-Cashflow

Date Issued: 1/10/2025.

Proposal Due Date: 3/1/2025.

Contact Information:

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Introduction

SMACNA is seeking a consultant to research and author a paper to add to their Contractor Operations Manual titled *"Best Practices in Cashflow Management."* The purpose of the paper is to enable their membership to optimize their financial health, improve operational efficiencies, and maintain a competitive edge. As a critical component of strategic financial goals, improving cashflow management—particularly inventory financing, receivables management, payables strategies, and forecasting—can be uniquely challenging given seasonal, project-based, and often unpredictable demands of the construction and fabrication markets

Background on SMACNA (Sheet Metal and Air Conditioning Contractors' National Association):

SMACNA is a prominent and respected national trade association representing the interests of the sheet metal and air conditioning industry in the United States. Founded in 1943, SMACNA is dedicated to advancing the sheet metal and HVAC (Heating, Ventilation, and Air Conditioning) industry through advocacy, education, research, and standards development.

Key points about SMACNA:

Advocacy: SMACNA actively engages in legislative and regulatory advocacy at the federal and state levels, working to promote the interests of its members and the construction industry as a whole.

Education: SMACNA offers a wide range of educational resources, including technical manuals, industry publications, and training programs, to ensure that members have access to the latest industry knowledge and best practices.



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Standards Development: SMACNA plays a vital role in developing industry standards and guidelines related to sheet metal and HVAC construction, ensuring quality and safety in the field.

Research: SMACNA is committed to advancing research in the sheet metal and HVAC industry, fostering innovation, and promoting the adoption of modern technologies and practices.

Membership: The association represents a diverse membership base of contractors, manufacturers, and suppliers involved in the sheet metal and HVAC industry.

We invite qualified consultants to submit their proposals to contribute their expertise and insights to this vital research project.

Purpose and Objectives

Primary Objective:

Develop a well-researched, practice-oriented paper detailing strategies and frameworks to achieve and maintain optimal cashflow management in the sheet metal fabrication or HVAC contracting sectors.

Key Objectives:

- Identify best practices in cashflow forecasting, accounts payable, and accounts receivable management tailored to the specific challenges of fabricators and HVAC contractors.
- Identify practical strategies to expedite the release of retainage funds, negotiate more favorable contractual terms, minimize disputes, and streamline documentation processes to improve liquidity and reduce the long-term financial impact of withheld payments.
- Highlight risk mitigation strategies (e.g., contingency planning, credit control policies, factoring, and supply chain financing options) common in these industries.
- Provide comparative insights drawn from industry benchmarks, case studies, and peer analysis.
- Offer recommendations on tools (software, financial modeling frameworks) and processes (standard operating procedures, key performance indicators) that enhance working capital control.
- Present a roadmap for implementing these best practices, including change management considerations and timeline estimates.

Scope of Work

The selected consultant will be responsible for the following tasks:

- Conduct Appropriate Research in the following Areas:
 - Industry Landscape:
 - Overview of typical cashflow challenges faced by sheet metal fabricators and HVAC contractors (e.g., seasonal swings, project-based billing, customer payment terms, raw material lead times).
 - Analysis of market conditions impacting working capital cycles and liquidity.
 - Best Practices in Cashflow Management:
 - Detailed review of leading practices in cashflow forecasting, including methods, technologies, and recommended intervals.



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- Accounts receivable and accounts payable optimization techniques, including credit vetting, invoice management, early payment discounts, and supplier negotiation strategies.
- Inventory management approaches that reduce carrying costs and improve turnover without risking project delays.
- Lessons from related industries (such as specialized manufacturing) that have successfully implemented cashflow management strategies.
- Risk Assessment and Mitigation Strategies:
 - Identifying common financial risks (customer defaults, supplier constraints, price volatility in raw materials) and presenting actionable mitigation options.
 - Consideration of contingency financing tools (lines of credit, invoice factoring, supply chain finance).
- Tools, Frameworks, and Technologies:
 - Evaluation of financial management software, ERP modules, and forecasting tools suitable for mid-sized fabrication and HVAC contracting firms.
 - Guidelines for implementing KPIs and dashboards to monitor and improve cashflow health.
- Compile the Research and Create:
 - Comprehensive Research Paper - A fully referenced, professionally formatted document including:
 - Executive summary and infographic for busy professionals
 - Introduction and industry background
 - Methodology and research sources
 - Detailed findings on best practices and benchmarks
 - Actionable recommendations and frameworks
 - Implementation roadmap with timelines and resource requirements
 - Conclusion and next steps

Deliverables and Timeline

The expected deliverables and timeline for this project are as follows:

- A literature review and a survey report by April 1, 2025
- A draft guide and infographic by May 1, 2025
- A final guide and infographic by May 15, 2025

Thank you for Your Proposals

We would like to extend our sincere appreciation to all prospective consultants who take the time to submit proposals in response to this Request for Proposals (RFP). Your interest in contributing to our Contractor Operations Manual project, "*Best Practices in Cashflow Management*," is invaluable to us. We recognize the effort and expertise that goes into preparing a proposal and are grateful for your participation in this endeavor.

Submission Instructions

To present your proposal, please submit it via the following form: [SMACNA RFPs](#). The deadline for proposal submissions is 3/1/2025 at 5PM Central. We kindly request that you adhere to this deadline.



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Late submissions may not be considered. If you have any questions or require clarifications regarding the RFP or the submission process, please do not hesitate to reach out to Travis Voss at tvoss@smacna.org for assistance. We look forward to receiving your proposals and embarking on this important research journey together.