



## Request for Proposals (RFP) For Strategic Planning Consultant

### **A. Introduction**

The strategic plan that Texas Homeless Network (THN) most recently was working under was developed in 2018. The plan was written to cover 3 years through 2021. The board and staff are eager to update a strategic plan that will guide Texas Homeless Network's (THN) operations for the next three years, one that has clear goals and measurable benchmarks so that progress can be assessed within each of the plan's years.

THN has [two major focus areas](#), serving as the lead for the Texas Balance of State CoC ([TX BoS CoC](#)) and serving as the facilitative agency for [Statewide Initiatives](#). THN needs guidance through a strategic planning process that will include the organization's staff, board, and key stakeholders resulting in a map for the next stage of our organization's journey. The level of detail in that map will be determined during the planning process.

The first of the two initiatives introduced above, the TX BoS CoC, is governed by a board of elected stakeholders within the geographic service area. These board members guide homeless response system operations covering 215 of Texas' counties, primarily outside of Texas' large metropolitan centers. THN staff provides support to that board, associate committees, and the CoC's communities.

Members of the TX BoS CoC and its board will be among the stakeholders providing input on THN's strategic plan, as will all homeless response system partners within Texas. Ultimately, the THN Board, which oversees all agency activities and the staff, will work closely with the awarded vendor to develop and adopt a strategic plan to guide THN's nonprofit board and staff on the direction of the agency and its strategic role in the homeless response systems of Texas.

### **B. Purpose**

- Update Texas Homeless Network strategic plan to include clear objectives and measurable goals to guide THN over the next three years. Prospective consultants should be aware that the plan must be informed by an explicit racial equity lens.
- This work will provide a clear roadmap to guide the organizational cultural shift necessary to center racial equity in operations, policies, processes, activities, and THN's external relationships with Texas systems of care, homeless response, and other systems with overlapping service communities.
- To engage a consultant to facilitate discussions among staff and board participants to assess the current relevance of the previous strategic plan's strategies and the objectives developed to achieve each and update, delete or add strategies and objectives that better align with THN's direction. These guided discussions should include the development of



metrics that may be measured routinely by staff and board members throughout the duration of the plan.

- To develop an appropriate equity and inclusion plan for THN staff: The plan may include the following:
  - Building a structure for authentic inclusion of people with lived experience in THN's operations;
  - Assist with developing a shared vocabulary and vision to define, implement, and advance race equity internally while advocating for it in our work externally;
  - Assess and assist with developing strategies to reduce organizational disparities and focus on creating new systems, policies, and practices that institutionalize racial equity and support sustainable, transformational change;
  - Develop and facilitate racial equity trainings/conversations for THN staff;
  - Develop strategies to guide THN's activities with external stakeholders that emphasize equity and inclusion;
  - Develop recommendations for ongoing trainings, meetings, and resources that prioritize the use of racial equity frameworks; and
  - Establish metrics to determine organizational baselines and methods for measuring progress and success towards racial equity goals.

### **C. Background**

Texas Homeless Network (THN) is a non-profit membership-based organization that has been helping communities strategically plan to prevent and end homelessness since 1991. THN serves as the host agency for the TX BoS CoC where we assist 215 counties through technical assistance, training, and development of a coordinated response to end homelessness. Through our Statewide Initiatives, we coordinate local and national advocacy efforts, data collection, and research, and host an annual statewide conference. Texas Homeless Network is the only statewide organization in Texas dedicated to addressing homelessness.

### **D. Scope of Work**

The consultant or consulting firm will be required to accomplish the following tasks:

- Phase I – Data Gathering
  - Work with President/CEO & COO to develop survey(s) and/or questionnaires to collect data from staff, board, and stakeholders throughout Texas on what bold goals should be established to accomplish in the next three years.
  - Work with President/CEO & COO to develop survey(s) and/or questionnaires to collect data from staff about engagement, performance, and compensation;
- Phase II – Set Bold Goals
  - Facilitate meetings with staff and board to build consensus on what success looks like for THN;
    - Work with President/CEO & COO to coordinate a strategic planning meeting agenda with specific deliverables that THN Board and staff will



- participate in; and
  - Conduct a day-long consensus building on lofty goals; and
  - Synthesize data with President/CEO & COO to establish a concise group of goals for the agency within THN's primary activities.
- Facilitate meetings with staff to build consensus on what comprehensive equity and inclusion looks like for THN
  - Work with President/CEO & COO to coordinate facilitated discussions with THN staff on THN's equity and inclusion goals;
  - Conduct a day-long consensus building on THN's equity and inclusion strategies; and
  - Synthesize data with President/CEO & COO to establish an 18-month equity and inclusion action plan the THN team will follow.
- Phase III – Develop and Present Plan
  - Development of Strategic plan. Consultant activities under this task include:
    - Collaborate with President/CEO & COO to build out a final draft strategic plan that groups THN's primary goals and establishes timelines for goals;
    - Collaborate with President/CEO & COO to present the final draft strategic plan to the Board and agency Directors to identify any further changes or additions; and
    - Presentation of a final strategic plan to THN board of directors for adoption; and
    - Collaborate with President/CEO & COO to present the final equity and inclusion work plan to the THN staff to identify any further changes or additions; and
    - Presentation of a final strategic plan to THN staff for adoption.

## **E. Qualifications**

### Required Qualifications

- Experience and expertise with Strategic Planning and change management particularly in the social service sector
- Expertise in applying a racial equity lens to strategic planning, organizational change management, community-based participatory research, or comparable activities which highlight the commitment to equitable impact
- Strong facilitation skills
- Experience at gathering and utilizing research, racial equity analysis, SWOT analysis, and best practices to inform the planning process
- Experience collaborating with system users in the strategic planning process.

### Preferred Qualifications

- Familiarity with the Homeless Response System



- An understanding of the impacts of racial disparity in the homelessness response system and the role of nonprofits in promoting and leading racial equity
- Background in intersecting areas of justice & equity (e.g. disability, LGBTQ+, recovery)
- Lived experience (homelessness, housing instability, poverty, disability, recovery)
- Experience at creating an equitable environment for, and soliciting input from individuals from various sectors and with different levels of positional power.

## **F. Contract Details**

- Period of Performance – This contract will go into effect once signed and will be complete after 18-month maximum term. The consultant should propose a timeframe and cost for each phase.
- Payment, Incentives, and Penalties – This is a project-based contract with the Fiscal Year 2021-22 budget of \$35,000. However, phased proposals will be considered.
- Contractual Terms and Conditions – THN reserves the right to issue work orders based on the negotiated scope of work and level of effort for all or some of the tasks to be accomplished. THN may also allocate work orders to one or more vendors.

## **G. Selection Process**

THN will use a two-stage process for the final selection of a qualified consultant to perform stated work:

- Stage 1 will consist of a review of proposal packages submitted by consultants. The President/CEO, COO, and the THN Board, as necessary, anticipates selecting up to three (3) consultants to a short-list based on an evaluation of the written proposal submitted. Short-listed consultants *will be asked to participate in an interview with the proposal review committee*. The short-listed consultants will be ranked after all information is reviewed and/or interviews are conducted.
- Stage 2 will consist of the selection of one finalist based on the selection criteria. THN will initiate contract negotiations with the highest-ranked consultant (finalist). If contract negotiations are unsuccessful, THN will enter into a subsequent negotiation with the next highest short-listed consultant. THN will not use the lowest bid as the sole basis for selecting the best bid for the contract.

## **H. Submission Requirements**

To receive consideration, proposals must be submitted as follows:

- Proposals must include a brief cover letter to the attention of Eric Samuels, President/CEO; and
- Proposals must include a brief narrative that addresses how the Scope of Work, as outlined above, will be accomplished; and
- Proposals must speak to the qualifications of the consultant and include the resume of the principal consultant that will provide direct service for this project; and
- Proposals must clearly outline the responsibilities of both THN and the selected individual or firm; and
- The project budget as well as all costs payable by THN must be clearly defined. All billing expectations are also to be proposed.



- Proposals not meeting the criteria outlined in the RFP will not be considered.
- If applicable: Small, Minority, and/or Labor Surplus Area Firm:
  - In accordance with 2 CFR 200.321, THN will take all necessary affirmative steps to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible. Therefore, THN shall give preference to small businesses, minority businesses, and/or firms from labor surplus areas, women's business enterprises, and/or firms in labor surplus areas.
  - Please utilize this link to access and complete the Small, Minority, and/or Labor Surplus Area Firm Disclosure Form and submit with your proposal
    - <https://docs.google.com/document/d/1buKXvHVhA5nxyTZSol-OGjerfT1btKI/edit?usp=sharing&ouid=110485892501973829415&rtpof=true&sd=true>
- Proposals are being accepted on a rolling basis.
- Proposals may be mailed or emailed to Eric Samuels, President/CEO
  - Email: [Eric@thn.org](mailto:Eric@thn.org)
  - Mailing address: 3000 S. IH-35; Suite 100; Austin TX, 78704