



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

### **A. Introduction and Purpose**

The strategic plan that Texas Homeless Network (THN) most recently was working under was developed in 2010. The plan was written to cover 3 years through 2013. In 2014, a draft strategic plan was started for the years of 2015 – 2018 but never completed. The board and staff are eager to develop a strategic plan that will guide our 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 is in need of 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.

### **B. 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 Texas Balance of State Continuum of Care 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.



### **C. Scope of Work**

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

#### Phase I – Data Gathering

- Meet with THN staff to determine stakeholder populations within THN's primary focus areas. Utilize surveys and/or brief focus groups (option to use web conference) to conduct a market analysis on THN from stakeholders (clients, potential clients, staff, and board).

#### Phase II – Set Bold Goals

- Facilitate meetings with staff and board to build consensus on what success looks like for THN
  - Collect data from staff and board through short survey/interviews on what bold goals should be established to accomplish in the next three years; and
  - Conduct a day long (6 hrs) consensus building on lofty goals; and
  - Synthesize data with President/CEO to establish concise group of goals for agency; and
  - Present to board for input and approval; and
  - Collaborate with President/CEO to build out a tool that groups THN's primary goals within a framework for strategic plan development that measures success (i.e. logic model).

#### Phase III – Develop and Present Plan

- Development of Strategic plan. Consultant activities under this task include:
  - Consult with President/CEO, Board, and agency Directors to identify strategic planning tasks teams and leaders with an agreed upon timeline for completion of draft; and
  - Collaborate with President/CEO to compile final draft of strategic plan for review by strategic planning tasks teams; and
  - Presentation of final strategic plan to THN board of directors for adoption.



#### **D. Contract Details**

**Period of Performance** – This contract will go into effect once signed and will be complete after a 12-month term. Consultant should propose a timeframe and cost for each phase.

**Payment, Incentives, and Penalties** – This is a project-based contract with a Fiscal Year 2017-18 budget of \$10,000. However, phased proposals will be considered.

**Contractual Terms and Conditions** – THN reserves the right to issue work orders based on 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.

#### **E. 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 review of proposal packages submitted by consultants. The President/CEO 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 *may* be asked to submit additional information. 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.

#### **F. 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.
- 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.
- Proposals must clearly outline the responsibilities of both THN and the selected individual or firm. Project budget as well as all costs payable by THN must be clearly defined. All billing expectations are also to be proposed.
- Minimum of three (3) references where the bidder has successfully performed similar services.
- Proposals must be submitted by 4:00 p.m. on Thursday, March 15, 2018.
- Proposals not meeting the criteria outlined in the RFP will not be considered.

Proposals may be mailed or emailed to: Eric Samuels, President/CEO

[Eric@thn.org](mailto:Eric@thn.org)

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