



Lancaster County Housing & Redevelopment Authority and Lancaster County Homelessness Coalition's Request for Proposals (RFP) for Strategic Planning Consultant

I. Introduction

Lancaster County Housing & Redevelopment Authority (LCHRA) and the Lancaster County Homelessness Coalition (LCHC) are seeking proposals from experienced and qualified strategic planning consultants to assist in the development of a comprehensive strategic plan on housing and homelessness. Over the past 40 years LCHRA has provided a variety of programs and services to address the housing needs of low- and moderate-income households across Lancaster County. These programs have historically been supported through funding received from the US Department of Housing and Urban Development. Existing programs focus on the creation and preservation of new and existing affordable housing throughout the county. In addition, the LCHC is dedicated to a sustained, safe, and quality home for all who are experiencing or at risk of homelessness county-wide. The LCHC has been operating under a strategic plan created in 2019, which was the successor to a 10-year strategic plan to address homelessness developed in 2003. There is a need for a well-crafted strategic plan that will enhance our impact in addressing issues related to housing and homelessness across Lancaster County.

II. Project Overview

We aim to develop a strategic plan that will guide our organization and the community for the next three years (2026-2029). The plan should include a thorough assessment of the county's economic, demographic and housing conditions, including patterns of housing affordability, stakeholder engagement, goal setting, and a detailed implementation roadmap. This project should also include an evaluation of current operations and programming and its effectiveness at meeting needs in Lancaster County and identify gaps in programming and service delivery.

III. Scope of Work

The selected consultant will be responsible for:

1. Initial Assessment

- Conducting a comprehensive review of our current strategic position, including strengths, weaknesses, opportunities, and threats (SWOT / SOAR analysis).
- Reviewing existing community organization's data (as available), such as strategic plans, financial reports, and program evaluations.

2. Stakeholder Engagement

- Facilitating interviews with LCHRA and LCHC leadership, focus group with providers, focus group with individuals with lived experience, focus group with program participants, and surveys with key stakeholders including board members, steering committee members, staff, donors, community partners, and various municipal leaders.
- Ensuring diverse perspectives are included in the planning process.

3. Strategic Planning Sessions

- A newly developed homelessness and housing strategy plan steering committee.
- Leading strategic planning workshops with board members, steering committee members and senior staff.
- Assisting in the development of mission, vision, and value statements if needed.

4. Plan Development

- Drafting a strategic plan that includes clear, actionable goals and objectives with various organizational assignments (responsibilities).
- Creating a timeline and assigning responsibilities for implementation.
- Establishing metrics for monitoring progress and evaluating success.

5. Final Presentation

- Presenting the final strategic plan to the LCHRA Board, LCHC steering committee, County Commissioners, and senior staff.
- Providing a comprehensive report and supporting materials.

IV. Proposal Requirements

Interested consultants should submit a proposal that includes:

1. Consultant Background

- A brief description of the consultant/firm, including history, expertise, and relevant experience.
- Resumes of key personnel who will be involved in the project.
- Experience working in Lancaster County, PA

2. Approach and Methodology

- A detailed plan describing how the consultant will approach this social service project, including methods for stakeholder engagement and strategic planning.
- Proposed timeline for completing the project.

3. Work Samples

- Examples of previous strategic planning work, preferably with nonprofit organizations.

4. References

- Contact information for at least three references from past clients.

5. Cost Proposal

- Detailed budget, including consultant fees, travel expenses, and any other anticipated costs.

V. Evaluation Criteria

Proposals will be evaluated based on the following criteria:

1. Relevant experience and qualifications of the consultant.
2. Understanding homelessness services and their unique challenges
3. Quality and feasibility of the proposed approach and methodology.
4. References and past performance.
5. Cost-effectiveness of the proposal.

VI. Submission Instructions / Questions

Proposals must be submitted by January 3, 2025. Please send questions and completed proposals by email to Beth Dreyer-DeGoede (bdegoede@lchra.com) with the subject line “Strategic Planning Consultant Proposal”.

VII. Timeline

- RFP Release Date: December 2, 2024
- Proposal Submission Deadline: January 3, 2025
- Interviews Held: mid-January 2025
- Anticipated Consultant Selection: January 28, 2025
- Project Kickoff: -February 1, 2025
- Expected Completion Date: September 30, 2025
- Expected Implementation of Plan: January 5, 2026

Thank you for your interest in working with LCHRA. We look forward to receiving your proposal.