General Information

1. What time on 1/3/25 does the RFP close?

    a. End of day, 11:59 pm EST

2. Are there any page limits or other specifications that we need to be aware of and write against?

    a. We will not be evaluating proposals based on the adherence to a strict page or word count. We ask that all proposals submitted are legible, and present information in a concise and professional manner.

3. What specific outcomes does the County aim to achieve through this strategic plan, and are there priority populations or geographic areas to focus on?

    a. We hope to identify new funding models which promote organizational sustainability, address deficiencies of current programs and systems related to affordable housing and homelessness, and create a roadmap for future development to address housing affordability, supply of housing, and homelessness

4. Are there existing plans, data, or reports that this strategic plan should build upon or align with? Please let us know how we may access the previous strategic plan referred to in the RFP.

    a. Copies of plans and reports submitted to the US Department of Housing and Urban Development by the Authority which detail expenditures on housing and homelessness through Federal CBDG, HOME, and ESG sources are available at https://cpd.hud.gov/cpd-public/consolidated-plans

    b. The Coalition's previously developed plan is accessible at https://lchra.com/wp-content/uploads/2024/12/LCCEH-Strategic-Plan-Executive-Summ-04.18.19v3-1.pdf

    c. The last housing market analysis for the County of Lancaster was completed in September 2013 and can be accessed here https://oneunitedlancaster.com/wp-content/uploads/2021/07/2013-LHOP-Mkt-Analysis-full-report-no-appendices.pdf

5. Will the County identify the incumbent who created the previous strategic plan?

    a. The plan is linked above, and the Coalition has not worked with the consultant since the completion of the plan in 2019.

6. What is the preferred structure and format of the final deliverable, and does the County envision any supplemental materials (e.g., dashboards, data visualizations, or implementation guides)?

    a. The preference is for a final report accompanied by an executive summary, implementation guide, presentation to use for community meetings, and other materials as recommended by the consultant.

Clarifications

7. Under Section IV, #4 Work Samples – Are you requesting actual examples of work completed in an appendix to the proposal or is it sufficient providing paragraphs about the work we've completed? Is there any additional specificity to be considered when providing work samples?

    a. Our intention in requesting work samples is to familiarize ourselves with your process and previous work performed for similar clients. Our anticipation is not to receive full copies of previously prepared plans or deliverables. Letters of reference would also be helpful.

8. How many strategic planning workshops will be delivered with board members, steering committee members and senior staff?

    a. Our team is open to recommendations about the size, scope, and frequency of workshops and defers to the recommendation of the consultant based on expertise and plan scope.

9. What is the role of key stakeholders, such as service providers, Continuum of Care members, and people with lived experience in informing the strategic plan?

    a. We believe that the thoughtful engagement of these critical groups and others in the development of the plan is crucial to ensure that diverse perspectives are represented.

10. Is there a preference for local versus out-of-town firms?

    a. While we do not have a preference, we believe that a consultant that understands the challenges of housing development in Pennsylvania, related to state law guiding municipal planning and zoning, as well as an understanding of the local culture and values will be important to a thorough assessment and identification of strategies for the plan.

11. Is there an established budget range for this project?

    a. The expected range for this project is $75,000-150,000, based on costs related to community engagement, data collection, service delivery, and physical deliverables included as part of the planning process.

12. Specifically, for the final presentation of the strategic plan, is a virtual format acceptable, or is an in-person presentation preferred?

    a. An in-person presentation is expected. Our preference is that interviews with firms for the selection of a consultant will also be held in person if feasible

13. Are there any existing tools or systems (e.g., coordinated entry, case management platforms) that the vendor should consider in developing recommendations?

a. Yes, please refer to the [Coalition's FY 2024 Standards and Procedures](#) for additional information about the framework of the existing system including coordinated entry, and the Empower Lancaster case management platform

14. Will the vendor have access to facilities or virtual platforms for stakeholder engagement and community meetings?

   a. Yes, LCHRA and LCHC will facilitate access to free meeting space throughout the county as well as access to virtual meeting tools and platforms.

15. Are there specific challenges or barriers that should be addressed by the vendor in the plan?

   a. Lancaster County is a large, diverse community comprised of 60 municipalities. Each of these municipalities and the larger regions which make up the county have unique characteristics, opportunities, and challenges.

16. The RFP mentions the consultant will be responsible for *A newly developed homelessness and housing strategy plan steering committee.* Does no steering committee currently exist or have some changes required the formation of a new committee?

   a. The steering committee would be formed specifically to guide the plan. The Authority has a Board and the Coalition has a steering committee but for this plan we believe a unique committee which blends a variety of stakeholder would be the most appropriate way to guide the development of the plan.

17. Should the assessment include any future looking needs or population projections?

   a. Yes

18. Is there an interest in exploring emerging financing models or non-traditional funding sources that could support affordable housing in the county?

   a. Yes

Timeline & Process

19. How will the selection process work?

20. What is the preferred date, or date range, for final deliverables?

    a. As indicated in the timeline on page two of the Request for Proposals document, our expectation for completion of the plan, including the delivery of final deliverables, is the end of September 2025.

21. What are the critical milestones or deadlines the County expects during the strategic planning process?

    a. Our expectation is that the selected consultant will inform the development of milestones for this plan in alignment the September 2025 deadline provided in the RFP.

22. Does the County anticipate the need for formal presentations to governing bodies, such as the Board of Supervisors or public hearings?

    a. As noted in the RFP presentations of the final plan will be needed for the Authority's Board, Steering Committee of the Coalition, and the Lancaster County Board of Commissioners.

23. Will the County provide feedback at different phases of the planning process (e.g., initial draft, community feedback stage, final draft)?

    a. Yes the Authority and Coalition believe that engagement throughout the planning process will be necessary.

<u>Data & Collaboration</u>

24. Can you provide an estimate on the number of interviews/people to be interviewed, number of focus groups, and size of surveys to be completed so that we can price appropriately? 3)   Do you have a rough sense of how many stakeholders there are in the county? The Lancaster County Homelessness Coalition has more than 60 partners

    a. We would estimate that there are more than 120 stakeholders county-wide and will help guide the process of identifying and connecting with these partners. Appropriate engagement will range from small focus groups of 4-5 people, to interviews, surveys, and larger forums depending on the specific stakeholder group.

25. Will the County provide access to data sources (e.g., HMIS, PIT counts, housing inventory data), or will the vendor be responsible for data collection and analysis?

    a. Yes the Authority and Coalition will provide access to existing data sources including HMIS, PIT, and HIC, among others.

26. Are there established advisory groups or committees that the vendor should engage with, and how often are those engagements expected?

    a. We expect that the selected consultant will engage most consistently with the committee developed to steer plan development. Engagement with the LCHRA board, Steering Committee of the Homelessness Coalition, and various county departments including the Office of Aging, Planning Department, Behavioral Health and Developmental Services, Workforce Development, among others is also expected to a lesser extent.

    b. Frequency of engagement should be delineated in the proposal and we defer to the expertise of the consultants in determining appropriate levels of engagement for the scope of plan and budget available.

27. How do you envision engagement activities with community stakeholders? in-person, virtual, or a combination.

    a. The team at LCHRA and the Office for the Coalition believe that a combined approach utilizing both in-person and virtual methods of engagement to meet stakeholders where they are at. Stakeholders for this plan are diverse and will include, but are not limited to, municipal leaders, elected officials, service and housing provider organizations, and individuals with lived homelessness experience.

28. Do you have an expectation that one focus group for each of these groups will be sufficient (providers, individuals with lived experience, program participants)? If the latter, can this include a mix of in-person and virtual focus groups?

    a. We expect that, given the complexity of local community needs and the involvement of service providers, multiple group discussions will take place over the coming months. As this plan is county-focused, each region will have its own service provider addressing specific needs, with their active engagement throughout the process

29. What tools or methods have been effective (or should be avoided) for community engagement in Lancaster County in past studies?

    a. Over the years, some effective engagement tools have been focus groups, telephonic interviews, round-table discussion, and interviews with stakeholders. All these activities have been coordinated, well-planned, and introductions made with intentionality.

Best Practices and Equity

30. Are there areas of the country that the LCHRA and LCHC looks to as models for housing?

    a. Though no specific region serves as an ideal model, our organizations support the adoption of research-backed, data-informed best practices to improve existing systems and address obstacles.

31. Are there specific equity principles, frameworks, or DEI goals the County wants incorporated into the strategic plan?

    a. We would like to work towards a more equitable and representative program and service delivery county-wide and are open to new ideas and suggestions about how to reach those goals, as well as the identification of other equity principles and best practices which should be used to inform our work.

32. Does the County have a preference for particular best practices or models for addressing homelessness and housing (e.g., Housing First, supportive housing, rapid rehousing)?

    a. Yes, please refer to the [Coalition's FY 2024 Standards and Procedures](#)

Scoring

33. Are there any evaluation points given for small, veteran, woman and/or minority-owned

    businesses?

    a. No

34. Will local firms receive additional points?

    a. While we do not have a preference, we believe that a consultant that understands the

        challenges of housing development in Pennsylvania, related to state law guiding municipal

        planning and zoning, as well as an understanding of the local culture and values will be

        important to a thorough assessment and identification of strategies for the plan.

35. Can you share the scoring criteria and weight assigned to each section of the proposal?

    a. Please refer to this [evaluation criteria](#).

Implementation & Post-Plan Support

36. Is there an expectation that that vendor will assist with implementing the strategic plan once it is finalized?

    a. No, the expectation is that an implementation plan will be provided as part of deliverables and the Authority and Coalition will work to implement the plan.

37. What metrics or benchmarks will be used to evaluate the plan's success post-implementation?

    a. Our expectation is that metrics will be developed in tandem with the selected consultant, staff, and stakeholders as part of the planning process.