



## Request for Proposals: Strategic Planning May 2024

### Description of Services / What We Are Looking For

Housing California seeks a consultant to design, facilitate, and document the development of a 4-year strategic plan for Housing California (2026 - 2030).

The planning process should be primarily staff led, with strategic input and guidance from our Board of Directors, Residents United Network Steering Committee and members, and other key coalitions and cross-sector partners, as appropriate. We envision this process being a blend of both in person and virtual gatherings and convenings.

As a “big tent” organization that convenes affordable housing, homeless, tenants’ rights, equity, and other cross-sector partners, we would like to align this strategic planning process with:

- The **Roadmap Home 2030** campaign, along with its vision, values, and framework of policy solutions. [The Roadmap Home 2030](#) is a bold, 10-year plan to build affordable homes, protect low-income renters, end homelessness, and advance racial equity/economic inclusion, endorsed by 4,000+ individuals and cross-sector organizations. Housing California co-developed the Roadmap Home 2030 with California Housing Partnership and cross-sector partners from throughout the state and released the plan in 2021. The Roadmap Home 2030 is currently going through a refresh process in 2024.
- The [Residents United Network](#). RUN, created by Housing California and Community Change, develops and centers affordable housing resident leaders that have historically been excluded from decision-making tables, provides a space for action, and unites them with non-profit housing developers and service providers to create an influential force for change. RUN went through a mini strategic planning process in 2023 to develop a three year vision with aligned goals, fundraising plan, and proposed internal structure.
- The **Statewide Housing Advisory Committee** (SHAC). SHAC members came together in 2023 to build a more strategic, aligned, and powerful housing advocacy field. We are working to align this table with the Roadmap Home 2030 and are positioning Housing California as one of the anchor organizations to lead this coordination moving forward. The initiative is funded by the James Irvine Foundation and coordinated by the San Francisco Foundation.
- The [Bring California Home](#) (BCH) Campaign. BCH, co-created and co-led by Housing California, is a diverse coalition of homelessness advocates, local government, and nonprofit staff, affordable housing and providers, and community organizations dedicated to reversing the cycle of homelessness in California by . BCH will be going through its own strategic planning process in 2024/2025 with the support of its own consultant.

*Proposed Deliverables (open to discussion):* Strategic Plan that includes a clear power assessment of the current political landscape, highlights our programmatic approach and goals to help us have impact in the current political landscape, as well as aligned, internal goals to support implementation, Implementation Plan, and Evaluation/Tracking Mechanism. We aim for the final product to be relatively



short, simple, and clear to grasp. A final product that has a graphic design/infographic component would be ideal but is not required.

Housing California's work is pursued through three strategic directions to achieve our vision (as outlined below). We want this planning process and the final deliverable to help hone and sharpen our approach.

*Timeline:* We would like to launch the strategic planning process no earlier than the fall of 2024 with the goal to conclude the process no later than November 2025 (*We would like to bring the strategic plan to the board for a vote no later than our November 2025 Board Retreat*).

Our most recent 2022-2024 strategic plan was approved by the Board of Directors, during an executive director transition. This document is available for your review upon request.

## About Housing California

### *Fast Facts about Housing California*

- Nonprofit Policy Advocacy Organization
- Based in Sacramento, CA
- Budget size: ~\$5.5M
- Board size: 15-20 (currently 15)
- Staff size: 12 (planning to grow to staff size of 17 in coming year)

### *Organizational Background*

Since 1988, Housing California (Housing CA) has worked to create a California with homes, health, and prosperity for all in thriving, sustainable communities.

We engage and change the lives of individuals across California who are marginalized by institutional racism and systemic barriers to opportunity. We work to transform the lives of Californians experiencing, or at risk of experiencing, housing instability or homelessness because of inadequate and/or discriminatory public policies, economic marginalization, and structural racism. Our work focuses on the estimated 5.5 million Californians living in over 2 million very low and extremely low income households who are disproportionately people of color, previously incarcerated adults, system-involved youth, veterans, undocumented Californians, and people with disabilities. Housing CA also serves the nearly half million people who experience homelessness in any given year and individuals that have previously experienced homelessness and have ongoing supportive service needs.

Housing CA reaches toward our vision by bringing together a diverse, cross-sector network to prevent and end homelessness, increase the supply of safe, stable, affordable housing options, and reverse the legacy of racial and economic injustice by:

1. Building and shifting power with housing and homelessness partners, cross-sector partners, and people most impacted by housing injustice
2. Shaping the narrative on housing affordability and homelessness so we speak with a shared voice to advance our vision
3. Advancing state level systems change policy solutions



Housing CA has a 30+ year history of powerful leadership and accomplishments. The following are among our greatest achievements over the past 10+ years:

- Co-developed and released the Roadmap Home 2030, a bold, 10-year plan to build affordable homes, protect low-income renters, end homelessness, and advance racial equity/economic inclusion, endorsed by 4,000+ individuals and cross-sector organizations.
- Played a central role in securing billions of dollars of state funding to support affordable development, end homelessness, and ensure that state systems and programs better serve people experiencing housing instability.
- Helped pass numerous bills to increase affordable housing production, increase services to address homelessness, and protect low-income renters.
- Created and significantly grew the power, leadership, and infrastructure of the Residents United Network (RUN). RUN develops and centers affordable housing resident leaders that have historically been excluded from decision-making tables, provides a space for action, and unites them with non-profit housing developers and service providers to create an influential force for change. We are the only statewide affordable housing and homelessness organization that has invested deeply in resident organizing and lifting up the voices of those most impacted by the housing crisis.
- Seen as the “big tent” organization that convenes affordable housing, homeless, tenants’ rights, equity, and other cross-sector partners to identify shared priorities and a path forward to advance bold, systems change solutions and hold the “tough” conversations.
- Serves as a go-to advisor for key state leaders to connect with local and regional partners and shape ongoing policy work and equitable development of guidelines for, and implementation of, state policies and programs.
- Represents our cross sector movement and lifts up, and centers, the voices of impacted individuals at key state and federal tables.
- Holds the nation's largest annual state conference on affordable homes and homelessness.

### What We are Looking for in a Consultant

We are seeking consultants who have:

- Experience designing and implementing strategic planning processes for non-profit advocacy organizations.
- A demonstrated commitment to justice, equity, diversity, and inclusion and building power with communities of color. You should also have deep experience approaching strategic planning from this lens.
- An understanding and knowledge of the housing justice ecosystem.
- Exceptional facilitation and writing skills.
- Deep experience bringing together cross-sector groups and partners to move through difficult decisions, make decisions, and identify shared priorities and a path forward to advance bold, systems change solutions.
- Alignment with our values:
  - Housing is a human right
  - Equity
  - Collaboration



# HOUSING CALIFORNIA

- Inclusion
- Accountability
- Transparency
- Investing in people

## Proposal Submittal Process

We have allotted up to \$60,000 for this strategic planning process. If you are interested in working with Housing California to create our next strategic plan, please submit a proposal that outlines (at minimum):

1. Experience and qualifications of all team members
2. Proposed team (it can be one individual), including staff percentages and responsibilities if more than one person involved
3. Cover letter including an overview of your understanding of the project, a summary of your approach, and why you are the best fit
4. Proposed approach/strategic planning model and process, a detailed scope of work describing all key phases, inputs and components, and detailed timeline (including any expectations you may have for us as clients)
5. Project management and coordination plan for achieving accountability, efficiency, and effectiveness
6. Proposed budget, including a break down of all associated costs and the number of hours and hourly rate for each team member, and payment schedule
7. Referrals and contact information from 2-3 clients/former clients who have received similar services
8. An overview of at least 2-3 representative projects and any plans, materials and/or other products that were developed

Please submit the proposal by Friday, June 28 to Jenny Welch, Deputy Director - Operations, at [jwelch@housingca.org](mailto:jwelch@housingca.org). Prior to selection, applications will be asked to participate in a presentation/interview with Housing CA staff.

If you have any questions or would like further clarification of any aspect of this request for proposal, please contact me at [jwelch@housingca.org](mailto:jwelch@housingca.org) or 530.400.2693.