



**National Homelessness Law Center
2022 Request for Proposals for Strategic Planning Consultant**

I. About Us

History

Founded in 1989, the Law Center is the leading national organization using the power of the law to advocate for the millions of people experiencing homelessness and housing instability in the United States. Our work has put unhoused children back in school, won new resources for affordable housing, prevented homelessness for renters, overturned laws that criminalize homelessness, and built support for the human right to housing, now a major component of federal domestic policy. We play a critical role in protecting, defending and promoting the rights of unhoused persons to ensure they can lead national, state and local efforts to end homelessness.

Our core conviction is that no one should have to go without safe, affordable housing in a country as wealthy as ours. The Law Center's work, in partnership with national, state and local partners, is critical more now than ever as the eviction and affordable housing crises, exacerbated by the pandemic, have placed a record number of people into housing instability and homelessness. People of color, women and members of the LGBTQ+ community are disproportionately and uniquely affected by homelessness, and our work consciously and affirmatively seeks to address these interrelated inequities.

We are proud of our high quality and committed team of 14 staff and Americorps*VISTA members, 25 Board Members and a large corps of volunteer attorneys from across the country. Although headquartered in Washington, DC, our staff live and work around the country.

In April 2021, the Law Center welcomed its second Executive Director, Antonia Fasanelli. A national leader recognized for her expertise in housing and homelessness law and policy, Antonia believes that it is only through elevating the power and voices of persons with lived expertise that systems change will occur.

For more information, read our Annual Reports (<https://homelesslaw.org/resources/annual-report/>) and explore our website at www.homelesslaw.org. An overview of our current vision, mission and values appears here: <https://homelesslaw.org/history-mission/>

Current Strategic Plan

The Law Center's [current strategic plan](#) covers the period 2019-2022. The plan set 5 key goals:

- Reverse the criminalization of homelessness;
- Strengthen housing rights of homeless and at risk people, towards the goal of a human right to housing, with a particular concern for women fleeing domestic abuse;
- Protect and strengthen rights of homeless children and youth, with a particular concern for the educational rights of children and special vulnerabilities of LGBTQ+ youth experiencing homelessness;

- Expand and support advocacy networks, including the HNH network and Project LEARN, to support our goals;
- Build organizational capacity and sustainability.

The first goal – reversing the criminalization of homelessness – builds on a key goal from the previous strategic plan, which ran for a 3-year period from 2016-2018. Central to that plan was the development of a then-new [Housing Not Handcuffs](#) (“HNH”) Campaign to fight the criminalization of homelessness and advocate for the right to housing.

Strategic Plan 2023-2027

Vision and Ideals for Planning Process: The National Homelessness Law Center (the “Law Center”) will build upon its life-changing legacy and impact by elevating homelessness advocacy through a critical, socio-economic and racial justice lens. To support this vision, the Strategic Planning Committee will develop a strategic plan that is: (1) actionable, (2) centers the voices of persons at risk of or impacted by homelessness, (3) leverages the strengths of the Law Center staff, and (4) elects and develops an innovative Board of Directors that will achieve the new strategic vision.

The shared ideals of the Strategic Planning Committee are:

- **Connected and Grounded**
 - Always connected and grounded in lived experience and local and national context
- **Shared sense of Purpose**
 - We come to this work with the same goals and purpose in mind
- **Equity Mindset**
 - We will root our work in principles of racial and economic Justice
- **Impactful Governance**
 - We will strive to always improve our ways of governing and operating within research backed best practices
- **Centered in Innovation**
 - We will seek to be innovative in our approaches and in our work in order to continually better ourselves and increase our impact and effectiveness

Positioning: With the arrival of the Law Center’s second Executive Director in 2021, the Law Center has already undertaken a number of changes positioning it for growth and an expanded impact nationwide. The Law Center’s 2022 budget, staff and board size are the largest in the history of the organization, which creates an opportunity to take the best of what we’ve done in the past and build in new directions as needed by the field. The organization desires to increase its impact and its accountability to the national community of unhoused and unstably housed persons.

I. RFP Introduction

A. Phase I – Data Collection

During Phase I, the Consultant will work with the Law Center’s Strategic Planning Committee, comprised of board and staff members, to create a process to collect data on the Law Center’s role, value and standing nationwide, including its perceived strengths, weaknesses, opportunities and threats, which includes:

- 1) Organizing a Kick-off Meeting
- 2) Creating and Conducting Anonymous Surveys
- 3) Conducting Focus Groups
- 4) Conducting Interviews
- 5) Issuing a Data collection Report

B. Phase II – Develop New Strategic Plan

- 1) Internal Planning – Using data collection to develop multiple goal options to expand the impact of the Law Center.
- 2) Board/Staff Retreat – Using the data collection report as a base line and the goal-options to develop and lead the board and staff in a retreat to establish the next strategic planning goals and objectives for the Law Center.
- 3) Draft Strategic Plan – Working with the Strategic Planning Committee, prepare a draft of the new Strategic Plan using a mutually agreed-upon format.
- 4) Presentation of Final Strategic Plan – After incorporating edits from the Strategic Planning Committee, present the Final Strategic Plan to the full board and staff at the March 2023 Board Meeting.

II. The Partner We Seek – We are seeking a Strategic Planning Partner *with demonstrated strategic planning consulting experience*

- Through a racial equity lens
- Within the non-profit sector
- Within the housing/homelessness or social justice sector
- In broad and deep stakeholder engagement processes
- As a strong facilitator
- With a highly collaborative approach to plan development
- With experience in change management processes and theories of organizational behavior
- With experience conducting environmental scans and analyzing results
- With an understanding of community-based participatory research principles
- Highly preferred: a Black, Indigenous and People of Color (BIPOC)-owned business or consultant

III. Timelines

A. RFP Timeline

- RFP To Be Issued: Week of June 27, 2022
- Proposals Due: August 8, 2022 (6 weeks after issuance)
- Consultant Selected: By August 19, 2022
- Official Launch: September 6, 2022

B. Project Timeline

Due Date	Deliverable
Week of 9/6/2022	Meeting with Strategic Planning Committee (SPC)
9/12/2022	Present draft surveys, interview questions and focus group design
9/19/2022	Send surveys to Law Center list of contacts
9/19/22-10/14/2022	Conduct interviews with 25 selected contacts
10/15/22-10/31/2022	Compile and analyze results of survey and interviews
11/1/22-11/15/2022	Draft report to submit to SPC
11/16/2022	Submit Report to SPC
11/16/22-12/15/2022	Meet with SPC or subcommittee to design Strategic Planning Retreat
1/3/23-1/31/2023	Hold Strategic Planning Retreat or Retreats
2/1/23-2/28/2023	Draft Strategic Plan for presentation to SPC
By 2/28/2023	Present draft plan to SPC and receive edits
Mar-23	Present final plan to full Board and Staff at March 2023 Board Meeting.

C. Budget

- Open to negotiation depending upon range of services with justification but expected to be between \$15,000 - \$45,000. Possible separation of scope could result in hiring of more than one consultant.

IV. RFP Responses

A. Components - Should include, but not be limited to, the following:

- About your firm, mission and values
- Evidence of a basic, clear understanding of the National Homelessness Law Center
- Evidence of demonstrated required (and preferred) experience (see III. above)
- Bios of the project team lead(s) and an indication of assigned roles and duties if more than one individual
- Suggested approach
- Suggested schedule and work plan
- Proposal of fees
- Three references, including a Summary of the Scope of Work Performed (Ideally similar organizations/similar scopes)

B. Submission Responses must be emailed in PDF format to the Law Center at hr@homelesslaw.org and be received by the deadline indicated in this RFP. Please title the PDF with “RFP: Strategic Plan” and the name of your company.

C. Point of Contact for Questions: Antonia Fasanelli, Executive Director – 202-638-2535 x103 or afasanelli@homelesslaw.org.