



**Berkeley Housing Authority**

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**RFP 24-05**

**REQUEST FOR PROPOSALS  
For  
Strategic Planning Consultant**

**Issued:** December 23, 2024

**Submit by:** January 16, 2025, 5 pm.

**Provide submittals via email to:**

**Rhonda Willis, HR Consultant**

**[rhoawillis@gmail.com](mailto:rhoawillis@gmail.com)**

Request for Proposals  
Strategic Planning Development Consultant

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## A. Overview, Process and Deadlines

### 1. Overview:

In order to assist Berkeley Housing Authority (BHA) Board and staff with determining the future direction of agency, the Berkeley Housing Authority seeks an experienced consultant to provide leadership and guidance with affordable housing strategies. The Strategic Planning Consultant will work with BHA Executive Director (ED) and assigned designees to gather input from a variety of stakeholders to help re-define a strategy and possible options. We anticipate an expedited process to begin 30 days after contract awarded and completed by the end of calendar year 2025.

### 2. Process and Deadlines:

- The evaluation committee will review the submittals and may interview the top two consultants based on the scoring of the proposals received. Submittals are to be received at the email address below no later than January 16, 2025, 5 p.m. Please provide submittals via email to:

Rhonda Willis, HR Consultant

[rhoawillis@gmail.com](mailto:rhoawillis@gmail.com)

- Only those submittals received by the specified date and time will be considered; Note: BHA reserves the right to deviate from this timeline and/or modify the Scope of Service at any time. Notices of modifications will be located at: [bha.berkeleyca.gov/about-bha/human-resources/rfp-proposals-job-openings](https://bha.berkeleyca.gov/about-bha/human-resources/rfp-proposals-job-openings)
- Submittals are limited to a total of five (5) pages;
- The submittals will be reviewed by an evaluation committee. The evaluation committee will review and rate each submittal based on the evaluation criteria listed in this document. If needed, the same evaluation committee will also conduct interviews. Scores from the submittal and the interview will be utilized in making the final selection.
- The Berkeley Housing Authority shall begin negotiations on price and contract with the highest ranked firm. Should negotiations fail between BHA and the highest ranked firm, negotiations will cease with the top ranked firm and begin with the second ranked firm and so on until a contract is awarded.

## B. Background and Services Requested:

The Berkeley Housing Authority (BHA) was established in December of 1966. In 2007 it became an autonomous entity separate from the City of Berkeley. It is currently located at 1947 Center St., 5th Floor, Berkeley, CA 94704. BHA is a HUD-designated "High Performer" and is dedicated to providing high quality affordable housing in Berkeley. It administers the Federal Housing Choice Voucher Program (1,949 vouchers), Veterans Affairs Supportive Housing (40 vouchers), Mainstream Program (121 vouchers), Emergency Housing Vouchers (51 vouchers) and the Moderate Rehabilitation Program (98 certificates). At present, BHA has allocated a total of 498 Project Based vouchers (PBV) to 27 properties throughout Berkeley; 396 of the PBVs are under a Housing Assistance Payment (HAP) Contract.

BHA is providing over \$37 million in housing subsidy to approximately 1,782 low-income households (over 2,800 household members) in Berkeley through the various federal housing programs. 47% of families served are seniors (62 y/o and older) and 59% are disabled (with disabled head of household or member).

In February 2014, BHA completed the sale and disposition of the Federal Low-Income Public Housing Program (61 units) and the State-funded Residential Housing Construction Program (14 units) to a private developer. HUD authorized up to \$2,700,000 in net proceeds to cover administrative shortfalls in its Section 8 Housing Choice Voucher (HCV) program. BHA already used \$1.14 million of the approval leaving approximately \$1.56 million for future operating deficit.

In 2021, BHA established its affiliate entity, Affordable Housing Berkeley, Inc. (AHB), the purpose of which is to both benefit and support BHA and low-income residents of Berkeley, through its mission of: acquiring, providing, developing, financing, rehabilitating, owning or operating decent, safe and sanitary housing affordable to persons and households of low income.

In April 2022, BHA was designated as a Moving to Work (MTW) Agency under the Landlord Incentive Cohort. This allowed the housing authority to some program and fiscal flexibilities including Regulatory Waivers to implement innovative strategies to house families.

Both BHA and AHB are governed by a seven-member Board of Commissioners comprised of two program participants, and five Berkeley residents who are experts in the field of affordable housing, all appointed by the Mayor of the City of Berkeley.

## **Services Requested:**

BHA has several general goals and needs related to the strategic planning for affordable housing. BHA envisions the key component to the strategic planning effort will be the facilitation of the process to support re-defining BHA's vision, mission and business strategy development:

### **Orientation and Planning Conference;**

The initial task in the scope of services will be an off-site conference call with the Board Strategic Planning Committee and / or Executive Director to review objectives, benchmarks, timelines, and methodologies. The approaches to the strategic planning process that are outlined in this proposal will be reviewed and modified as necessary based on feedback from the Executive Director or Committee.

### **Planning Input Collection;**

A comprehensive analysis of data and information is critical to building a quality foundation for strategic planning. Proposer will utilize a set of planning input factors that include the following key emphasis areas:

- A. Micro-level Data Analysis / Legal Structure – The data to be collected will include micro-level data that pertains directly to affordable housing and public housing. All previously formulated housing needs data and issues will be reviewed and analyzed, including, but not limited to community housing needs studies, consolidated planning housing data, comprehensive plan housing elements, the HUD five-year plan, HUD / audit performance indicators and previous agency goals and objectives. It is critical that such previous background information be considered as key resources in formulating strategic housing issues, goals and action plans. The organizational documents (bylaws, articles of incorporation, code of ethics, etc.) will also be reviewed.
- B. Macro-level Data Analysis – The data to be collected will also include community and regional macro-level environmental data (economic, political, demographic, technological, social factors, etc.) that impact on affordable housing, public housing, resident empowerment and community building.
- C. Current Strategic Plan Assessment – The assessment of the current vision, mission, and agency goals will provide some key contributions to launching the new strategic planning process.
- D. Board / Executive Director Interviews – Individual interviews may be completed with the Executive Director, each Board member, and key management team staff prior to the initial site visit. If requested by the Executive Director, additional stakeholders (staff, residents, business partners and community leaders) might be interviewed as well. A structured survey document will be completed for each interviewee. A draft of the proposed survey questions will be disseminated to the for review and comment and for the addition of other questions of special interest to the Board Strategic Planning Committee and / or Executive Director. Much of the emphasis in the survey will be on questions related to the SWOT analysis, assessment of current goals and objectives, assessment of the internal and external influences on affordable housing, and initial perspectives on new strategic goals.

**Planning Input Analysis;**

The collection and analysis of information related to the above planning input factors above will be conducted prior to the first site visit as well as during the first site visit.

**Framing the SWOT Analysis (Staff Level);**

The results of the above work will be utilized to frame the initial discussion of the SWOT (strengths, weaknesses, opportunities and threats) and will be shared at the initial site visit with the Executive Director and designees. At that initial site visit, the Executive Director may be asked to critique some initial SWOT assumptions and to add additional SWOT factors. During this initial site visit the consultant will also provide a presentation on strategic planning.

**Finalizing the SWOT Analysis and Preliminary Goals at the Staff Level;**

Proposer will stay on-site for a subsequent day to finalize the staff level draft of the SWOT Analysis.

**Conducting Work Session with Staff;**

The Executive Director (ED) to be advised of a planned site visit for a work session to refine and finalize the draft of the SWOT Analysis and to have preliminary discussion of some strategic goals for consideration by the ED.

**Drafting Internal SWOT Analysis and Initial Presentation of Goals;**

Proposer will take the results of the initial planning data input site visit and staff work session and prepare a draft of the SWOT analysis and various preliminary strategic goals based on surveying the BHA work force members per ED identification.

**SWOT Analysis and Preliminary Goals (Board Level);****Preparing a Final SWOT Analysis and Draft Goals at the Board Level;****Conducting Board Retreat Session;**

A Board Retreat would be conducted to review the Final SWOT Analysis and Draft Strategic Goals and to discuss the following items:

- (a) Refining the draft report to ensure accuracy and relevancy
- (b) Preparing the final recommendations on the drafts of the Strategic Goals
- (c) Identifying some key first year objectives and action plans, including timelines, accountability, and resources needed to ensure implementation
- (d) Reviewing the most effective options for the Agency consideration in ensuring that the Strategic Plan gets implemented and not shelved.

**Preparing the Final Draft of the Strategic Plan;**

The Executive Director will conference with Proposer on the final draft prior to its adoption.

**Adopting the Strategic Plan;**

Proposer will participate for the Board meeting to adopt the Strategic Plan.

C. Submittal:

1. Elements to Include:
  - a. Provide a thorough description of your firm and services your firm provides. Include your firm's experience and familiarity with the state and local financial resources that may be available to BHA, biographical information on key staff members, focus of firm, and description of typical and existing clients;
  - b. Describe the methodology for how your firm would design a process for the development of affordable housing strategies;
  - c. Provide a pricing proposal;
  - d. Describe your upcoming schedule and ability to begin facilitation within the first quarter 2025 (Q1- '25).
  
2. Evaluation Criteria and Weight Factors:
  - a. Demonstrated knowledge and actual experience with development of affordable housing strategy processes utilizing federal, state and local financial resources within a public housing authority context (40 points).
  - b. Pricing (25 points).
  - c. Firm's past experience with strategic planning of affordable housing strategies and ability to provide local and timely service (20 points).
  - d. References (15 points).

#### D. General Information:

1. **Submittal Rejection:** Berkeley Housing Authority has the right to reject any and all submittals and waive any irregularities therein, if it is found to be in the best interest of Berkeley Housing Authority. Submittals not received by the required deadline are ineligible for consideration. Berkeley Housing Authority may change the deadline at any time in order to assure adequate review of the submittals.
2. **Contract and Method of Payment:** the final form of contract and scope of services will be negotiated between Berkeley Housing Authority and top ranked firm after the selection process is complete. Invoices with proper documentation can be submitted on a monthly basis.
3. **Submittal Withdrawal:** no firm may withdraw a submittal for a period of 45 days after the date of submission, but a submittal may be withdrawn up to 24 hours prior to expiration of the deadline for submittals.
4. **Limitation of Liability:** Berkeley Housing Authority assumes no liability for costs incurred by any firm in responding to the Request for Qualifications or interview process. All submittals become a matter of public record upon submission.
5. **Fair Housing Law:** Berkeley Housing Authority does business in accordance with the Federal Fair Housing Law (The Fair Housing Amendments Act of 1988). It is illegal to discriminate against any person because of race, color, religion, sex, handicap, family status, national origin, or sexual preference.
6. **Insurance Requirements – Exhibit A –** posted at BHA website link.