



REQUEST FOR PROPOSALS FOR HAC'S STRATEGIC PLANNING PROCESS

The Housing Assistance Council (HAC) seeks a consultant to support the organization and our stakeholders in the creation of a three-to-five-year strategic plan. Through the strategic planning process, we hope to:

- Build on HAC's current momentum and growth.
- Re-affirm and/or refine the organization's values.
- Inclusively engage with staff, Board, and external stakeholders.
- Identify measurable goals for HAC's key community development and housing programs.
- Explore new approaches to address historic housing challenges in rural community development.

Introduction

The Housing Assistance Council (HAC) is a national nonprofit that supports affordable housing efforts throughout rural America. Since 1971, HAC has provided below-market financing for affordable housing and community development, technical assistance and training, research and information, and policy formulation to enable solutions for rural communities.

HAC maintains a special focus on the most underserved, highest need groups and regions, including Central Appalachia, the Border Colonias, the Mississippi Delta and rural Southeast, Native American Lands, and farmworker communities.

Lending

HAC's revolving loan fund provides vital capital to rural affordable housing developers of all types: community-based; nonprofit organizations; housing development corporations' for-profit developers; self-help housing sponsors; farm worker organizations; cooperatives; land trusts; Indian tribes; public housing authorities; and units of local government. HAC works with experienced housing developers and new developers embarking on their first housing development.

Technical Assistance and Training

The Housing Assistance Council's training and technical assistance help rural organizations improve housing conditions for the rural poor, with an emphasis on the poorest of the poor in the most rural places. HAC focuses on developing the capacity of local leaders in nonprofit organizations to help their communities. This is done by providing formal training, offering one-on-one technical assistance, and connecting

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local organizations to resources that can build their capacity and strengthen their communities.

Research and Information

For five decades HAC has analyzed rural housing markets and disseminated information on housing conditions and characteristics for rural Americans. HAC's Research and Information has engaged analysis to improve living conditions in rural areas, housing providers, policymakers, and the public need access to reliable information and data.

Policy

The Housing Assistance Council is an independent, non-partisan and regularly responds to Congressional committees, Member offices, federal agencies, and policy advocacy coalitions with the research and information needed to make informed policy decisions. Our research work, Rural Data Portal, and Veterans Data Central all provide valuable, educational context to frame the rural policy conversation.

Through collaborative work across its divisions, HAC has:

- provided more than 200,000 hours of training for individuals working to improve rural communities.
- published more than 120 reports, guides, and analyses on a wide range of topics and issues that better inform rural strategies.
- assisted in creating over 70,000 homes across rural America.
- invested over \$400 million into organizations building affordable housing in rural communities.

Current Strategy

HAC's current efforts are informed by strategic principles approved by the Board in December of 2019:

1. Focus on building homes and communities exclusively in rural America.
2. Place the most effort on serving the rural poor in the poorest places.
3. Attention will also go to serving rural poor in communities with more resources.
4. Improve conditions for the rural poor by working on matters adjacent to housing when it: can be done excellently; generate revenue; be community driven; and take advantage of existing capacity, knowledge, and/or partnerships.
5. Remain non-partisan and independent in our research, policy, and other lines of business



By adhering to these principles, HAC has intentionally grown its research efforts, lending activities, technical assistance programs, policy initiatives, and direct assistance initiatives to serve rural communities.

Subsequently, these efforts have resulted in more affordable housing units in rural America, the sustainment of critical federal programs, and connecting rural communities with greater resources.

Strategic Planning Aims

We want to harness this strategic planning process to catalyze growth across our organization and foster innovation in pursuit of our mission. As such, we aim for the resulting strategic plan to:

1. Rise to meet the aspirations of a housing organization celebrating its 50th anniversary, with dynamic growth and renewed vigor.
2. Strategize HAC's growth as a national intermediary and industry leader representing the interests of rural communities in continuously changing economic and political environments.
3. Identify goals that will invigorate staff, board, and stakeholders to increase organizational momentum towards:
 - a deep commitment to rural communities, manifest through transformative lending, capacity building, and placemaking practices.
 - a unique capacity to represent rural housing interests nationally through research-based insights and robust policy involvement.
4. Prioritize entrepreneurial and solutions-oriented approaches to the services HAC provides to rural communities; Propose avenues to use a historic level of available cash, bank capital, and a stockpile of federal awards towards mission-informed projects.

Timing and Scope of Services & Deliverables

Respondents to this RFP should propose a set of tasks and deliverables that will achieve the aims articulated above in the required timeframe. HAC expects this will include meetings, activities and documents and is fully committed to do what it takes to meet the ambitious demands of this venture.

Project Schedule

HAC seeks to initiate the strategic planning cycle in Winter 2023. We expect this engagement to last six months. We anticipate a mix of in-person and virtual meetings, including an all-hands event in May (location to be determined.) Deliverables must be presented for final approval to the Executive Committee of HAC's Board of Directors. All services must be completed in the Federal Fiscal Year 2023.



Interested? Please send us a proposal!

We appreciate the time and effort it takes to prepare a proposal. If you are interested in working with HAC on this project, please provide the following no later than January 18th, 2023:

- Organization name, website, telephone, and contact information of an individual who will serve as the primary communicator.
- Description of your organization and your history of working with non-profit organizations and CDFI's and experience conducting strategic planning exercises.
- A detailed explanation of your approach to our strategic planning process (we invite creativity and innovative approaches).
- Short biographies/backgrounds of key staff.
- Examples of past work relevant to HAC's aims. All the better if the examples also show your work related to:
 - CDFIs and Non-profits
 - Rural Communities
 - Social Impact Organizations and Campaigns
- Estimated costs and anticipated expenses.
- A schedule and timeline.

HAC reviews proposals, hires consultants, and employs staff with a deep commitment to diversity, equity and providing opportunity for those of us from communities that have been underserved on the basis of race, color, ethnicity, gender, national origin, age, religion, sexual orientation, disability, marital or familial status, ancestry, or status as a veteran. Businesses owned and run by people of those communities are strongly encouraged to apply.

Please email your proposal to: strategic@ruralhome.org

For any questions about this RFP, please contact strategic@ruralhome.org

All Applications are Due by Wednesday, 1/18/2023