



Thomas Jefferson Planning District Commission
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REQUEST FOR PROPOSAL:

Strategic Plan for the Central Virginia Regional Housing Partnership
of the Thomas Jefferson Planning District Commission

PURPOSE OF WORK:

The Thomas Jefferson Planning District Commission (TJPDC) seeks the services of an experienced consultant to provide leadership and guidance with its strategic planning process to create a three to five-year strategic plan for the Central Virginia Regional Housing Partnership (CVRHP/Partnership), an advisory board of the TJPDC. The strategic planning consultant will guide the CVRHP, the TJPDC Commission, TJPDC staff, and key stakeholders in re-defining the Partnership's vision, mission and values, identifying the Partnership's future direction, developing short- and long-term goals, and identifying action-oriented tasks for the Partnership to accomplish across a three to five-year horizon. The consultant will work with a Strategic Planning Work Group made up of 7-8 members of the Partnership and staff to engage a diverse group of stakeholders from each of the housing-related sectors (private, public, non-profit, and citizen). The strategic planning process should be completed in early 2022 in time to provide direction for the Partnership's FY23 work plan and budget development.

PROCESS AND DEADLINES:

Submission:

- Proposal submissions should be sent via email to: Lucinda Shannon at lushannon@tjpd.org and Christine Jacobs at cjacobs@tjpd.org
- Phone: (434) 979-7310
- *Note:* The TJPDC reserves the right to reject any or all proposals wherever it is in the best interest of the Planning District Commission. The TJPDC is an Equal Opportunity Employer. Minority and Women-owned businesses are encouraged to submit a proposal.
- Proposals will be received until:
 - Closing Time: 4:00 pm
 - Closing Date: May 17, 2021
 - Late Proposals: Proposals received after the stated closing time and date will not be considered.

Decision:

- Proposals will be reviewed within 10 days of the closing date and notification of decision will be made by May 29, 2021.

Proposals must Include the following:

- State Corporation Commission ID Number
- D&B Basic Report
- 2 letters of reference
- Cost Estimate

Period of Performance:

- The time period for the work described in the scope is approximately 9 months from issuance of Notice to Proceed.

BACKGROUND:

The Thomas Jefferson Planning District Commission is a regional governmental body that assists our local member governments, partners, and stakeholders with a variety of technical and program services. Member governments include the Counties of Albemarle, Fluvanna, Greene, Louisa, Nelson and the City of Charlottesville. The TJPDC serves the local governments by providing regional vision, collaborative leadership, and professional service to develop effective solutions in the areas of planning, transportation, environment, housing, and legislative services.

The Central Virginia Regional Housing Partnership serves as an official advisory board, created by the TJPDC, in partnership with public, private, nonprofit, and citizen stakeholders related to housing. Composed of an overarching consortium of housing interests, the Partnership enhances regional coordination and effectiveness to address the un-met housing needs of the Thomas Jefferson Planning District's region, with a focus on housing production and preservation, to increase the stability for the region's residents.

The Partnership was created in 2018. In late 2018, the TJPDC secured a Virginia Housing Community Impact Grant to create a Regional Housing Plan that will include a recommended draft housing comprehensive plan chapter for each jurisdiction as well as a chapter to address strategies that should be addressed regionally through collaboration and cooperation. The Regional Housing Plan is due to be completed in late summer of 2021.

In April of 2019, the TJPDC (through the Partnership) released a Comprehensive Regional Housing Study and Needs Analysis that identified the number of units and/or interventions needed throughout the urban and rural areas of the planning district (11,726 units/intervention). Also, in April of 2019, the Regional Housing Partnership hosted a Regional Housing Summit attended by over 200 housing-related stakeholders. Feedback from the summit indicated that a regional, comprehensive effort to address housing was very much needed.

In late 2019, the Partnership participated in a consultant-led half-day leadership retreat designed to help identify the Partnership's comparative advantage, develop mission, vision, and values statements, and identify strategic priorities to pursue in fiscal years 2020 and 2021. This effort served to 'get the Partnership started' as they developed relationships, identified key regional housing needs and opportunities, and developed programming to address said needs.

The Partnership has accomplished the majority of their initial strategic priorities and is prepared to embark on a strategic planning process to develop a three to five-year strategic plan to guide the future work of the advisory body.

SCOPE OF WORK:

The successful consultant will be expected to perform the following duties and tasks, meet required milestones, and deliver completed reports and plans during the project term.

1. Kick-off and Strategic Planning work group meetings – The consultant will meet with the CVRHP strategic planning work group to discuss the parties' roles and responsibilities in the strategic planning process as well as seek feedback and direction on the development of the strategic plan.
2. Stakeholder Engagement – The strategic planning consultant will engage diverse, multi-sector stakeholders (public, private, nonprofit, and citizen) throughout the urban and rural areas of the region and through various means, such as through focus groups, interviews, surveys, and/or public meetings to ensure that the strategic plan encompasses the needs of the region through diverse perspectives.
3. Existing Conditions Analysis – The consultant will review all relevant Partnership and regional housing-related documents (such as, the CVRHP Operational Framework, CVRHP Bylaws, Comprehensive Regional Housing Study and Needs Analysis, Strategic Priorities Plan, Housing Plans/Studies of member jurisdictions, etc.)
4. Strategic Plan – The consultant will develop a high-level strategic planning blueprint for ongoing activities and processes that the Partnership will use to coordinate and align resources and actions systematically. The following components *must* be included in the final strategic planning deliverable:
 - a. Mission statement - The mission statement is the Partnership's purpose and what CVRHP seeks to accomplish and the way the CVRHP aims to achieve it.
 - b. Vision statement – The vision statement is what the CVRHP is to become in the future.
 - c. Values statement/Guiding principles - These statements are enduring, passionate, distinctive core beliefs, and guiding principles that are part of the CVRHP's strategic foundation.
 - d. SWOT - A SWOT is a summarized view of the CVRHP's current position, specifically-strengths, weaknesses, opportunities, and threats.
 - e. Competitive advantage – The competitive advantage includes what the CVRHP is best at compared to the competition.
 - f. Short-term goals/priorities/initiatives - These items convert the strategic objectives into specific performance targets that fall within the one- to two-year time horizon. They state what, when, and who and are measurable.
 - g. Long-term objectives - These long-term strategic focus areas span a three-year (or more) time horizon. They answer the question of what the CVRHP must focus on to achieve its vision.
 - h. Action items - These specific statements explain how a goal will be accomplished. They're the areas that move the strategy to operations and are executed by teams or individuals within one to two years.
 - i. Scorecard tools – The scorecard to report the data of the CVRHP's key performance indicators (KPIs) and track performance against the monthly targets.
 - j. Financial Assessment - Based on historical records and future projections, an assessment statement that plans and predicts the future, controls over the CVRHP's financial performance.