



**Request for Proposals (RFP):
Strategic Planning Consultant
Healthy Neighborhoods, Inc**

Summary

Healthy Neighborhoods Inc (HNI) is seeking an experienced Consultant to assist the organization in developing its first ever strategic plan. For more than 20 years HNI has worked to bring capital and community empowerment to Middle Neighborhoods in Baltimore- areas with significant assets but stagnant and undervalued real estate. HNI underwent a change in leadership in 2023, has expanded programming in the two years since, and faces a dynamic set of opportunities and challenges for moving forward. The HNI Board of Trustees and staff agree this is an opportune moment to invest in organizational alignment and planning.

Proposals will be reviewed in an ongoing basis. These should be provided in a standard digital format to hni@healthyneighborhoods.org. HNI intends to begin the plan in May and complete by the end of September. Cost proposals are recommended not to exceed \$50,000.

Background

For more than 20 years HNI has worked to bring capital and community empowerment to Middle Neighborhoods in Baltimore- areas with significant assets but stagnant and undervalued real estate. HNI organizes with community partners to deliver capital through public grants and community-based projects, manages capital for the purchase and rehabilitation of homes and physical improvement of neighborhoods. HNI's signature program is its \$35 million private loan fund that it oversees to provide special below-market loans to homebuyers and homeowners in Baltimore City to encourage property investment and standard-setting renovation in Middle Neighborhoods.

HNI has raised over \$160 million for investment in 71 neighborhoods, financed the purchase and renovation of nearly 250 vacant buildings and provided improvement loans for over 600 homeowner properties. This includes over \$6 million in energy-saving investments to facilities where non-profits serve low- to moderate-income populations. HNI makes both direct capital investments and serves as a trusted convener, advisor and broker of strategic partnerships between government, private and nonprofit entities who want to invest in Baltimore's middle neighborhoods.

Purpose

HNI's asset-based approach to neighborhood revitalization -combing catalytic capital investment with community mobilization – has remained unchanged throughout its' history. Yet the

marketplace, social-, cultural-, funding-, and political-environments in which it operates have all evolved in complicated ways. In addition, HNI underwent a change in leadership in 2023, has expanded programming in the two years since and faces a dynamic set of opportunities and challenges for moving forward. The HNI Board of Trustees and staff agree this is an opportune moment to invest in organizational alignment and planning.

HNI is seeking an experienced Consultant to assist the organization in developing its first ever strategic plan. Subject to discussion, HNI anticipates the Term of the Plan to be five years. This actionable year strategic plan will focus on the following:

- *Gaining consensus on revised mission, vision, and values statements.*
- *Assessing current programmatic effectiveness and identifying areas for improvement.*
- *Establishing measurable outcomes and impact metrics.*
- *Defining community engagement efforts and reviewing/modifying key partnerships.*
- *Reviewing and advising on capital investment strategies in Middle Neighborhoods.*
- *Advising on how to strengthen financial sustainability and diversify revenue sources.*
- *Improving internal operations, including staff development, board governance, and volunteer engagement.*

Capacity

HNI is seeking a Consultant with the following capacities.

- *Experience providing Strategic Planning services for small- and medium-sized nonprofit organizations.*
- *Ability to gather and quickly compile organizational and programmatic information, and engage Board, staff and stakeholders in processes that build trust and yield openness and creativity.*
- *Capacity to communicate across a wide range of stakeholders and develop consensus through authentic participation.*
- *Sufficient content knowledge in the fields of community development and housing to facilitate technical discussions on organizational tactics.*
- *Ability to mobilize quickly, provide project management to meet timelines and produce attractive, well written Strategic Plan in multiple formats if needed.*

Selection Process

Please provide a Proposal by April 11th, 2025 via email to hni@healthyneighborhoods.org.

Length and design of response is up to Respondent. Proposals are not expected to be overly long or elaborate, nor expensive to produce. Submissions will be considered private and proprietary and not shared beyond HNI.

Questions regarding this solicitation may be provided in writing via email to the address above. HNI will make every effort to respond to such questions within a reasonable timeframe. Any question - without attribution- and response may be posted on HNI's website at HNI's discretion.

Proposal shall address:

- How Respondent meets qualifications under “Capacity” above.
- Summary of relevant experiences including at least one reference which HNI may contact.
- The Respondent’s preferred and/or proposed Strategic Planning process or model. (It is understood that final design of plan process will be undertaken with HNI upon selection.)
- A sample Strategic Plan produced by Respondent or sample of other similar deliverable.
- C.V., resume of key personnel. Indicate which individuals are employed by Respondent and which are external contractors.
- Cost proposal. The selection will not be made solely on basis of cost. Cost proposals should not exceed \$50,000 but are welcome to be less!

HNI may conduct one or more interviews with Respondents prior to selection of Strategic Plan Consultant.

Minority- and women-owned firms and firms located in Baltimore City are encouraged to apply.

Timeline

RFP For Consultant Issued	Mar 14 2025
RFP Submission Due	April 11 2025
Est. Selection	April 30 2025
Planning Period	May 2025 thru Sept 2025
Plan Final Draft Presentation	Sept 12 2025
Plan Consideration for Adoption by Board	Sept 25 2025

Timeline subject to change. HNI will attempt to post updates and revisions to healthyneighborhoods.org.

Deliverables

- Strategic Plan in standard Adobe Acrobat format and including web-friendly designed content.
- Feasible Action Plan for main HNI components: Neighborhood Program, Capital Program, Operations/Administration.
- Final presentation to HNI leadership.