



**1. WHEN WAS THE PREVIOUS STRATEGIC PLAN COMPLETED?**

Spring 2013.

**2. WHO WAS THE CONSULTANT ENGAGED TO HELP DEVELOP AND FACILITATE THE PUBLICATION OF THAT STRATEGIC PLAN?**

Diane Gordon and Bob Burakoff.

**3. WHAT WAS THE BUDGET FOR THE PREVIOUS STRATEGIC PLAN?**

\$10,000 - \$15,000.

**4. WHEN WOULD YOU LIKE TO BEGIN THE PLANNING PROCESS? SIMILARLY, WHEN WOULD YOU LIKE THE PLANNING PROCESS TO WRAP UP?**

The RFP responds to this question.

**5. DO YOU HAVE A BUDGET IN MIND FOR THIS PROJECT?**

The RFP responds to this question.

**6. BEYOND HNRI'S 16 MEMBER ORGANIZATIONS, HOW MANY OTHER COMMUNITY RI DEVELOPMENT ORGANIZATIONS EXIST IN THE STATE?**

We have not completed a scan or collected information with regards to this question

**7. CAN YOU TELL ME WHAT PERCENTAGE OF HNRI'S BUDGET REPRESENTS MEMBERSHIP FEES?**

Approximately 2%.

**8. THE RFP ASKS THE CONSULTANT TO "CONSTRUCTIVELY INSPIRE AND ENGAGE KEY STAKEHOLDERS TO THINK INNOVATIVELY" AND CALLS FOR FACILITATION AND CONSENSUS BUILDING (PP. 3 AND 4). HOWEVER, THE PROCESS AS OUTLINED HAS THE CONSULTANT RESEARCHING, WRITING, AND PRESENTING THE STRATEGIC PLAN. ARE YOU OPEN TO A PROCESS IN WHICH THE BOARD AND STAFF, OR A SUBTEAM OF THEM, ARE MORE DIRECTLY ENGAGED IN DEVELOPING AND DRAFTING THE PLAN THROUGHOUT THE DURATION? (IN MY EXPERIENCE, THIS INVOLVEMENT IS KEY TO BOTH CREATIVITY AND ADOPTION OF THE PLAN.)**

We seek to have maximum board and staff engagement informing the development of and drafting of the plan, though their role will not be to engage directly with creation of documents. Key leadership will provide feedback and input to the draft to ensure alignment.

**9. THE RFP NOTES THAT ONE OF THE GOALS OF THIS PROCESS IS TO “ANSWER KEY ORGANIZATIONAL QUESTIONS.” WHAT ARE THE KEY ORGANIZATIONAL QUESTIONS THAT THIS PROCESS NEEDS TO ANSWER? WHICH OF THOSE QUESTIONS DOES HNRI FEEL STUCK ON SUCH THAT THERE IS A NEED TO THINK INNOVATIVELY ABOUT THEM?**

HNRI does not want to preempt the process of curious conversations ahead of a collective engagement process. That said, key questions that are answered during a strategic planning process include: Where do we go from here? What do we want to accomplish in the timeframe? What obstacles will we face and problems will we have to solve? What additional resources, knowledge, skills, etc. will we need to achieve our stated objectives.

**10. WHY DOES HNRI THINK THE MISSION/VISION/VALUES NEED TO BE UPDATED?**

HNRI does not have a position on whether our mission/vision/values need to be updated, but as stated in the RFP wish to engage in an effort that includes an assessment of whether this is needed.

**11. WHAT IS THE ROLE OF STAKEHOLDER GROUPS (STAFF, BOARD, MEMBER ORGANIZATIONS, STATE AND COMMUNITY PARTNERS, DONORS, VOLUNTEERS, COMMUNITY MEMBERS) IN THIS PLANNING PROCESS? WE OFTEN THINK FOUR POTENTIAL ROLES FOR STAKEHOLDER GROUPS (OR REPRESENTATIVES FROM STAKEHOLDER GROUPS):**

**A. WHO WE NEED INPUT FROM**

**B. WHO IS GOING TO BE DOING THE HEAVY WORK OF CO-CREATING THE NEXT CHAPTER**

**C. WHO NEEDS TO BE BROUGHT ALONG THROUGHOUT THE PROCESS SO THEY ARE “INSIDE THE TENT” INSTEAD OF OUTSIDE OF IT WHEN THE PLAN IS FINISHED**

**D. WHO MAKES DECISIONS**

The successful applicant will work with HNRI during the introductory process to identify the key stakeholders to engage and to group them appropriately.

**12. THE RFP TALKS ABOUT A “CONSENSUS” BASED APPROACH TO PLANNING. DOES HNRI CURRENTLY USE CONSENSUS TO MAKE DECISIONS OR WILL THIS BE A NEW FRAMEWORK TO USE AS PART OF THIS PROCESS? EITHER WAY, PLEASE DEFINE “CONSENSUS” FOR THIS CONTEXT (EG, [SUPER-?] MAJORITY CONSENSUS VS TRUE DEEP DEMOCRACY TOTAL CONSENSUS?) RELATED, WHO WOULD NEED TO HAVE CONSENSUS FROM THE STAKEHOLDER GROUPS?**

HNRI typically defines consensus as a super majority. As it relates to the final strategic direction on the organization, consensus would come from the board and staff leadership.

**13. THE RFP MENTIONS “SUSTAINABILITY.” PLEASE ELABORATE ON HNRI’S GOALS FOR SUSTAINABILITY (EG, DIVERSIFIED FUNDING SOURCES (ANY % GOALS?), TARGETS SUCH AS PRE-COVID BUDGET SIZE, ETC.).**

Sustainability will likely include diversifying funds as this is a common nonprofit practice, but direct percentages and target budget sizes are not something we can speak to without having clear objectives and goals for our scope of work over the next three years.

**14. FOR “PROJECTED FINANCIALS,” DOES HNRI ALREADY HAVE FINANCIAL PROJECTIONS AND JUST NEED THEM UPDATED, OR WILL THEY NEED TO BE CREATED DURING THIS PROCESS?**

HNRI has financial projections for its current scope of work and operations. Projected financials resulting from the strategic planning process may or may not need to be adapted based upon the work outlined.

**15. COULD YOU PLEASE ELABORATE ON THE IMPETUS TO START THIS STRATEGIC PLANNING INITIATIVE? WHERE DOES THE ORGANIZATION FEEL THE CURRENT STRATEGY LACKS OR IS NOT FIT FOR PURPOSE?**

HNRI is interested in evaluating its value and contributions to the affordable housing sector and determining if any shifts in strategy and scope are needed.

**16. COULD YOU DETAIL THE KEY STAKEHOLDERS OF THE PROJECT, INTERNAL AND EXTERNAL, AND WHETHER THEY WILL BE INVOLVED IN THE PROCESS?**

The successful applicant will work with HNRI during the introductory process to identify specific key stakeholders to engage in the process. The internal and external categories of partners are detailed in the RFP.

**17. COULD YOU PLEASE SHARE THE CURRENT MISSION AND VISION STATEMENTS ALONG WITH THE CURRENT STRUCTURE OF THE ORGANIZATION?**

This information can be found on our website ([www.housingnetworkri.org](http://www.housingnetworkri.org)) under the About Us section.

**18. IS THERE AN OPPORTUNITY TO SCHEDULE A ZOOM MEETING PRIOR TO SUBMITTING OUR PROPOSAL?**

Unfortunately, we are not able to accommodate this request prior to proposals being submitted.

**19. ARE YOU OPEN TO OUT-OF-STATE CONSULTANTS?**

HNRI is open to submissions from any interested candidate as long as the respondent can clearly show how the stated objectives in the RFP will be obtained.

**20. IS THERE AN INCUMBENT?**

HNRI is interested in receiving and reviewing proposals from interested candidates who believe that can meet the stated objectives in the RFP.

**21. WE NOTE THAT THE RFP INCLUDES A FAIRLY SPECIFIC PROCESS. HOW FLEXIBLE IS THE ORGANIZATION IN REGARDS TO THE PROCESS?**

HNRI is open to submissions that propose an alternative process as long as the respondent can clearly show how the stated objectives in the RFP will be obtained.

**22. IS THE HOUSING NETWORK TEAM OPEN TO THE CONSULTANTS SHAPING THE PROCESS WITH YOU?**

HNRI is open to submissions that propose an alternative process as long as the respondent can clearly show how the stated objectives in the RFP will be obtained.

