

AMENDMENT OF SOLICITATION

DATE: November 21, 2018
AMENDMENT NO: 0002
ISSUED BY: Memphis Housing Authority Contracting/Purchasing Department
SOLICITATION NO: EX 19-R-00499; Strategic Planning Consultant RFQ
DATE ISSUED: November 8, 2018

The above-numbered solicitation is amended as set forth below. Offerors must acknowledge receipt of this amendment by submitting a signed copy with their proposal or fax or email it to the Contracting Office. Fax No. (901) 544-1299, email. dwalker@memphisha.org.

Pursuant to the RFQ information issued November 8, 2018 the listed information is updated:

Questions were submitted for additional details and clarification. The Responses provided is amended to the listed solicitation.



David Walker,
Contracting Officer

Prospective Offer (Signature)

Print Name

Business Name



Questions and Responses

EX 19-R-00499; Strategic Planning Consultant

1. How many departments in city government and in Memphis Housing Authority (MHA) are anticipated to be included in the strategic planning process?
 - a. Representatives from several MHA departments will participate in the strategic planning process. MHA representation will include: Executive, Real Estate Development, Housing Operations, Legal, Accounting and Community Engagement. MHA may consider including representatives from the City of Memphis Housing and Community Development and the Shelby County Planning and Development in selected parts of the planning process.
2. How will data from Memphis 3.0 on neighborhood surveys be included? Will the Memphis and/or Shelby County Offices of Planning and Development participate in this assessment progress or will this MHA process be independent?
 - a. MHA is leading the development of its affiliate 501(c)(3) entity independently. We will consider housing related needs as determined from in-house assessments, as well as, data from other city related plans like Memphis 3.0.
3. How many people are anticipated internal and external to MHA to be included in this planning process?
 - a. Internally: 7-10
 - b. Externally: 2-5
4. Will the strategic process include the separation of duties, responsibilities, and funding from government to a quasi-government agency?
 - a. Yes.

5. How many staff hours per week and board of directors' hours per month have been allocated in past strategic planning processes? Are anticipated hours per week and per month respectively for the future planning process?
 - a. MHA produces a HUD Annual plan, and this process and document is not comparable to the strategic planning process that is being considered for the 501(c)(3) entity. However, it is anticipated that staff may spend up to 10 hours per week contributing to the strategic planning process.
6. Will MHA create or assign a team or committee to the strategic planning project for administrative tasks such as coordinating meetings, booking meeting spaces, scheduling offsite tours when and if necessary, distribution of meeting and other support documents?
 - a. The Strategic Planning Consultant will be the principal coordinator for this project. All scheduling and dissemination of project related information will be the responsibility of the consultant. MHA will identify internal personnel for the consultant to coordinate with when scheduling meetings.
7. How will external stakeholders be identified and contacted throughout the planning process?
 - a. The MHA leadership team will determine and reach out to potential external stakeholders and invite them to participate in selected parts of the strategic planning process.
8. What current digital and technology considerations have been and were made for MHA strategic planning in the past?
 - a. Presently, the agency is in the process of procuring new platform software that will be utilized for all components and business activities. The MHA leadership team is unaware of past housing authority only strategic planning processes, so we are unable to respond.
9. How many Memphis neighborhoods and MHA community representatives will be included in internal and external assessment processes?
 - a. This has not yet been determined.
10. Will the plan be implemented after the three-year planning process or incrementally throughout the three-year planning period? Reference Methodology: Action Research.
 - a. The finished strategic plan will outline both short-term and long-term goals and objectives. Once the plan for the 501(c)(3) entity is complete, we will immediately begin working toward achieving the goals and objectives outlined therein. Goals and objectives will be evaluated and adjusted during an annual planning process.
11. What is the housing authority expectations for the consultant's involvement in developing the **3-year budget**? Are there specific tasks and deliverables to be completed by the consultant in developing the 3-year budget?

- a. The consultant will work with agency personnel to identify revenue generating activities and implementation timelines. As revenue streams are identified, the consultant will help determine area market rates for services (i.e. property management, construction management) and help prioritize the same. The consultant will also work with agency personnel to determine an initial staffing plan and other operating expenses. The consultant will use all the information gathered to develop a 3-year projected budget that displays sources and uses of funds.
12. What is the housing authority expectations for the consultant's involvement in developing a ***fund development plan***? Are there specific tasks and deliverables to be completed by the consultant in developing the fund development plan?
- a. The consultant will work with agency personnel to identify a fundraising strategy and implementation timeline. Potential fund development activities may include: strategies to build a database of potential donors, building relationships with philanthropic foundations, strategy for a mail campaign, etc. The consultant will also help determine a staffing strategy to implement fund development activities (volunteers, part-time staff, full-time staff, hiring timeline, etc.).
13. Are you able to share the last strategic plan completed by the housing authority?
- a. MHA does not have a strategic plan that is comparable to the one that is being considered for the 501(c)(3) entity.
14. I am not a Section 3 business. Do I need to complete the "Section 3 Plan Outline"?
- a. Yes