

RFP 2026-04 ADDENDUM 01

PROPOSER QUESTIONS – STRATEGIC PLANNING CONSULTANT

Release Date: Thursday, August 13, 2026

The following questions were submitted to procurement@pchawa.org prior to the question submission deadline. They have been grouped based on relevant topic.

The final deadline for respondents to submit their proposal to this RFP remains Friday, August 21, at 5:00 PM.

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FACTUAL INFORMATION AND CIRCUMSTANCES SURROUNDING THE STRATEGIC PLAN

- **What specific events, challenges, or organizational changes prompted the decision to update the strategic plan at this time?**
As referenced in the RFP, this strategic planning initiative coincides with the leadership transition to a new Executive Director after the planned retirement of the previous Executive Director and the closeout of a federal program which allows for opportunities for

increased acquisition/development activities. More specific information will be provided to the selected consultant.

- **What is prompting HPC's decision to undertake a strategic plan at this time? Is there a particular driver (e.g., leadership transition, organizational growth, a board directive, a funding or regulatory requirement) shaping the timing or purpose of this process?**

As referenced in the RFP, this strategic planning initiative coincides with the leadership transition to a new Executive Director after the planned retirement of the previous Executive Director and the closeout of a federal program which allows for opportunities for increased acquisition/development activities. More specific information will be provided to the selected consultant.

- **Are there strategic priorities already identified by the Board or Executive Leadership that the consultant should incorporate into the planning process?**

The HPC Board of Commissioners would like to see the agency grow in terms of the number of physical housing units and number of Pierce County residents served by our programming. The new Executive Director would like to see growth done strategically in a manner that is sustainable. Additional insight will be provided to the selected consultant.

- **How many staff currently comprise HPC's Leadership Team who would be engaged throughout this process?**

Nine staff are members of the Leadership Team, served by one Executive Assistant.

- **Since HPC is currently restructuring portions of its organizational structure, what organizational changes are expected to occur during the planning engagement?**

Most organizational changes are slated to become effective in 2027. The selected consultant will receive more detailed information.

- **HPC mentions it is "restructuring some aspects of its organizational chart" – will this restructuring be finalized by the time engagement starts or will this be in flux during the project?**

Restructuring will continue during and after the project, with most changes slated for 2027.

- **Our research shows that HPC is currently not a move-to-work agency. Will you confirm?**

Correct, HPC is not a Moving-to-Work agency.

- **Is any of the workforce unionized? If so, which unions are involved? We asked this question to better understand diverse interests and affiliations of key stakeholders involved.**

Yes. Most HPC frontline staff (including most positions within the Supported Housing, Property Management, and Finance Departments) are represented by OPEIU Local 8.

- **RFP states, "...the consultant work with HPC's Policy and Strategy Manager and Business Analytics..."; Are there two or one primary point of contact (project manager) for this work?**

Both the Policy and Strategy Manager and the Business Analytics Manager are primary points of contact for this work.

- **When is HPC's budget cycle? When we design our project approach, we want to be mindful of this timeline and coordinate around it to avoid overwhelming staff and leaders.**

HPC's fiscal year begins on January 1.

EXPECTATIONS, TARGETS, AND PRIORITIES

- **Does HPC have a preferred planning horizon (e.g., 3-year, 5-year, or longer-term strategic plan)?**

This engagement is for a 5-year Strategic Plan.

- **Is Board adoption in January 2027 expected to be the final milestone, or should proposers include post-adoption implementation support in their approach?**

As stated in Section 4.0 of the RFP, HPC anticipates that it will award a contract for a six-month period but reserves the option to extend the work up to a year. Completion of the strategy execution plan can follow board adoption, anticipated in January of 2027.

Does HPC have target participation levels for tenants, program participants, landlords, partner agencies, and elected officials?

HPC does not currently have targeted levels of participation but through this process HPC would like to establish measurable goals and strategies to track participation levels over time.

- **What are the top 3 to 5 strategic issues HPC believes must be addressed through this planning process?**

- Who are we serving and are we doing it well? Who are we missing?
- In the Pierce County housing ecosystem what is the role of HPC?
- Where should the agency focus its efforts with limited resources?

- **Are there known governance or operational challenges that HPC would like the strategic planning process to specifically address?**

This information will be provided to the selected consultant.

- **What level of quantitative analysis is expected regarding housing demand, demographic trends, and program performance?**

HPC expects quantitative analysis to be sufficient to establish a meaningful baseline for the Strategic Plan and identify measurable indicators that can be monitored over the Plan period. This may include consideration of external benchmarks, such as relevant housing demand, demographic trends, and program performance data.

- **Does HPC have any existing expectations regarding the scale or scope of stakeholder engagement (e.g., anticipated number of sessions, depth vs. breadth of outreach, specific groups to prioritize) that could help proposers scope engagement hours accurately?**

HPC anticipates that the scale of stakeholder engagement will be sufficient to determine community priorities and will share specific contacts with the selected contractor. HPC particularly expects the firm to lead engagement efforts with the Board of Commissioners, residents, tenants, staff, community partners, and leadership, as detailed in Section 4.0 of the RFP.

- **How will HPC define success for the stakeholder and community engagement portion of this process? For example, is the priority primarily to fulfill an inclusive planning requirement, to ensure the plan substantively reflects the perspectives, insights, and needs of staff and community members, or to use the process as an opportunity to strengthen HPC's ongoing relationships and trust with the community it serves? Understanding this will help us calibrate the appropriate depth and design of the engagement approach.**

HPC anticipates that the scale of stakeholder engagement will be sufficient to determine community priorities and will share specific contacts with the selected contractor. HPC welcomes responding firms to provide scopes they find appropriate given the timeframes

of this project, or submit multiple scope options. HPC will not answer any questions regarding budgets or anticipated cost/hour estimates.

- **Does HPC have priority communities they'd like to engage? If so, please identify.**
HPC would like to engage our tenants, program participants, partner organizations, landlord partners, local municipalities, and our staff and board.

PRIOR STRATEGIC PLANNING WORK

- **Are there existing community needs assessments, housing market studies, customer satisfaction surveys, or organizational assessments that will be made available to the selected consultant?**

While HPC has not completed any quantitative assessments, the State of Washington Department of Commerce, Pierce County, and local jurisdictions that make up Pierce County have conducted their own assessments and data is available. Pierce County has a Housing Allocation by Income Plan that has identified the supply of housing needed by jurisdiction to meet demand. HPC staff did lead a Board/Leadership Board Retreat Action Plan from late 2023, a Mission Vision and Values report from Q4 2024, and a Staff Survey on PCHA's priorities and Mission, Vision, and Values from Q2 2024 which will all be made available to the selected consultant.

- **Has there been employee engagement survey or something similar completed at HPC in the last 3 years?**
See above. This survey will be provided to the selected consultant.
- **Does HPC have an existing strategic plan currently in effect, and if so, is the goal of this engagement to build on/update that plan, or to develop a new plan independent of prior planning efforts? If a prior plan exists, will it be shared with the selected consultant as part of the background materials?**

HPC does not have a strategic plan currently in effect.

- **What implementation challenges has HPC experienced with prior strategic plans that it hopes to avoid this time?**

The Authority has experienced some challenges with sustaining Plan progress throughout the duration of Plan period, including the translation of strategic priorities into organization-wide implementation with active progress monitoring. Additional information will be provided to the selected consultant.

- **Who has facilitated the agency's previous strategic planning efforts?**
Previous strategic planning efforts have been internal.

VIRTUAL PARTICIPATION

- **Is virtual facilitation acceptable for some or all meetings (Section 5.1 Organizational Profile Form asks about virtual capability), or does HPC expect in-person engagement primarily?**
Virtual participation is acceptable for some meetings, however HPC anticipates the selected proposer will be available in person for select meetings (Board retreats, community town hall style engagements, etc.). If this would necessitate travel fees, please include them in pricing.
- **Does Housing Pierce County have any expectations regarding whether these meetings are conducted virtually or in-person? Does Housing Pierce County require any in-person engagement as part of the Scope of Services, and, if so, can you please describe to what extent in-person services are required?**
Virtual participation is acceptable for some meetings, however HPC anticipates the selected proposer will be available in person for select meetings (Board retreats, community town hall style engagements, etc.). If this would necessitate travel fees, please include them in pricing.

BUDGETING, PRICING, FEE STRUCTURE, ETC.

- **Is there a target budget range or expected total hours HPC has budgeted, to help calibrate the fee proposal in Section 5.1.5?**
HPC anticipates that all estimates will be reasonable to complete the requested scope and neither excessive nor insufficient in the number of hours projected to do so. HPC allows that different firms with differing methodologies may generate differing estimates on time allocation or fee structure, and will evaluate every proposal individually on the basis of its merits and its value as well as its flat cost.
- **Does HPC have an anticipated or target budget range for this engagement, or should proposers rely solely on their own estimate of hours and scope to develop the fee proposal?**
HPC anticipates that all estimates will be reasonable to complete the requested scope and neither excessive nor insufficient in the number of hours projected to do so. HPC allows

that different firms with differing methodologies may generate differing estimates on time allocation or fee structure, and will evaluate every proposal individually on the basis of its merits and its value as well as its flat cost.

- **Our experience and analysis indicate that the market rate for the scope of services requested is approximately \$175,000–\$200,000. Does HPC consider this budget range reasonable and aligned with its expectations for the project?**

HPC allows that different firms with differing methodologies may generate differing estimates on time allocation or fee structure, and will evaluate every proposal individually on the basis of its merits and its value as well as its flat cost.

- **Is there a not-to-exceed budget (or budget range) for this engagement that respondents should be designing their proposal around?**

HPC anticipates that all estimates will be reasonable to complete the requested scope and neither excessive nor insufficient in the number of hours projected to do so. HPC allows that different firms with differing methodologies may generate differing estimates on time allocation or fee structure, and will evaluate every proposal individually on the basis of its merits and its value as well as its flat cost.

- **Will HPC provide compensation or supports (e.g., stipends, childcare, transportation, food) for tenants and community members participating in engagement activities, or should proposers plan to budget for this within the fee proposal?**

Yes, HPC intends to provide compensation or support for engagement activities. HPC will rely on the selected consultant to design a compensation package for engagement activities.

OTHER

- **Is the agency open to proposals from strategic planning facilitators who do not have direct housing-sector experience, provided the team demonstrates strong process facilitation and stakeholder engagement expertise?**

HPC encourages all qualified, responsive firms to reply. Please consult Section 6.0 Evaluation Criteria in RFP 2026-04 for details on how relevant experience will impact selection.

- **Is HPC available to do a one-on-one interview to discuss this RFP prior to submission?**

No, HPC cannot conduct any individual interviews with respondents prior to submission.