

Request for Proposals (RFP)

Strategic Planning Services – Transition of Attainable Housing Group to Policy Board

RFP No. AHG-2025-01

Issue Date: August 7, 2025

Proposals Due: September 6, 2025 at 4:00 PM EST

I. INTRODUCTION

The City of Cumberland, Maryland, is seeking qualified consultants or firms to provide strategic planning services to facilitate the transition of the City's multi-agency Attainable Housing Group (AHG) from a collaborative work group into a formal policy creation and implementation board dedicated to addressing housing related issues throughout the city.

The goal is to strengthen AHG's governance, authority, and ability to address housing sustainability through data-driven policies and community-responsive action.

II. BACKGROUND

The Attainable Housing Group was created January 2024 as a multi-agency work group bringing together stakeholders from city departments, local nonprofits, housing authorities, real estate professionals, banking professionals and community leaders to coordinate efforts around affordable, Attainable housing. While AHG has been instrumental in facilitating cross-sector collaboration, its current structure lacks the authority, resources, and governance needed to formalize policy recommendations and oversee implementation.

The City recognizes the need for a more empowered structure to drive long-term housing outcomes aligned with economic mobility, access to capital and financial education, access to housing from low to moderate income through market rate housing.

III. SCOPE OF SERVICES

The selected consultant or firm will develop and deliver a strategic transition plan that includes:

- Organizational Assessment
- Stakeholder Engagement (limited to the AHG)
- Governance & Structure Design
- Transition Roadmap
- Policy Development Framework

IV. DELIVERABLES

- Project Work Plan
- Stakeholder Engagement Summary

- Governance Model & Draft Bylaws
- Strategic Plan Document
- Transition Roadmap
- Final Presentation to Attainable Housing Group

This study will provide the most comprehensive plan possible under the limited time constraints. It is anticipated that the majority of the operational and service information will be derived from the AHG.

V. TIMELINE

Milestone	Target Date
RFP Issued	August 11, 2025
Proposal Submission Deadline	September 5, 2025
Selection and Notification	September 16, 2025
Project Kickoff	September 30, 2025
Final Plan Submission	December 22, 2025

VI. PROPOSAL REQUIREMENTS

- Cover Letter
- Firm Profile & Experience
- Project Understanding & Approach
- Proposed Work Plan & Timeline
- Key Personnel & Resumes
- Relevant Project Examples (3 max)
- References (3 minimum)
- Cost Proposal (Detailed and Not-to-Exceed)

VII. EVALUATION CRITERIA

Criteria	Weight
Relevant Experience	25%
Approach & Methodology	25%
Quality of Work Samples	15%
Cost Effectiveness	15%
Team Qualifications	10%

VIII. SUBMISSION DETAILS

This study is grant funded and capped at \$20,000. This study is funded by the International City /County Management Association through its 2025 Economic Mobility Cohort. The funds are in the City's possession.

The initial study must be completed by December 31, 2025 to be compliant with the grant. There can be no time extension granted on the initial study.

Additional follow up or work items may be added after the initial study is completed.

IX. SUBMISSION DETAILS

Format: One (1) electronic copy (PDF) submitted via email.

Email To: jeff.silka@cumberlandmd.gov

Subject Line: "RFP AHG-2025-01 – Strategic Planning Proposal"

Deadline: 4:00 PM EST on September 6, 2025

Late submissions will not be considered.

X. CONTACT INFORMATION

Jeffrey F. Silka
City Administrator
City of Cumberland, Maryland
Email: jeff.silka@cumberlandmd.gov
Phone: (301) 759-2424

XI. RESERVATION OF RIGHTS

The City of Cumberland reserves the right to reject any or all proposals, waive irregularities, and award the contract in the best interest of the City.