



Face to Face Germantown

Request for Proposals (RFP)

Strategic Planning Consultant

Development of a Five-Year Strategic Plan (2026–2031)



About Face to Face Germantown

Face to Face Germantown provides a range of human services in the Germantown neighborhood of Philadelphia, rooted in hospitality, mutuality, and transformation. From our welcoming dining room to health, legal, social, and educational supports, we create encounters that affirm the worth and potential of every individual.

Our mission:

To meet basic human needs and reduce suffering by providing a safe environment and practical tools that enable people in Germantown to confront challenges, empower their lives, and fulfill their unique potential.

RFP Overview

Face to Face Germantown seeks proposals from qualified consultants to facilitate the development of a five-year strategic plan. This plan will provide a clear and actionable roadmap for the organization's work in the short, medium, and long term.

The process must be inclusive, participatory, and grounded in the values of Face to Face. The consultant will engage staff, board, volunteers, funders, and—critically—community members and guests in shaping the plan.

While a small number of additional priorities should emerge from the planning process, the strategic plan should, at minimum, address both sustainability—what strategies are most likely to lead to earned and contributed revenue that will allow Face to Face to grow its impact in perpetuity—and succession planning—ensuring continued impactful leadership if and when current leaders move on. Consultant(s) should plan to co-create additional strategic plan priorities as part of the process.

Key Dates

- RFP Release Date: September 29, 2025
- Proposal Submission Deadline: October 27, 2025
- Consultant Selection: November 21, 2025
- Project Start: Negotiable but no later than January 5, 2026
- Anticipated Completion: Negotiable but no later than June 15, 2026



Contact Information

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I. Introduction

Face to Face Germantown invites proposals from qualified consultants to facilitate the development of a five-year strategic plan. This plan will serve as a practical guide to strengthen our mission-driven work, deepen our impact in the Germantown community, and chart a path for sustainable growth.

Our mission is to meet basic human needs and reduce suffering by creating encounters of hospitality, mutuality, and transformation. We are committed to treating all who enter our doors with dignity and respect, and any successful consultant must reflect these values throughout the planning process.

II. Scope of Work

The selected consultant will:

- Design and lead a participatory strategic planning process that fully engages staff, board, volunteers, funders, and—critically—community members and guests.
- Facilitate inclusive conversations that surface community needs, organizational strengths, and opportunities for impact.
- Gather and analyze data, including an environmental scan, SWOT analysis, and stakeholder input.
- Develop a clear five-year strategic plan with measurable goals, actionable strategies, and defined success metrics.
- Ensure the final plan is a practical roadmap for short-, medium-, and long-term action rather than a static document.
- Present findings and recommendations to the Face to Face board and leadership team, fostering ownership and alignment.

An example timeline of activities is included as Appendix A. Consultants should use this only as a reference point and are expected to propose their own timeline of activities in their submission.

III. Consultant Qualifications

Foundation & Values-Based Requirements:

- Demonstrated commitment to honoring Face to Face's mission and values, with emphasis on dignity, hospitality, mutuality, and transformation.
- Proven ability to design inclusive, participatory processes that meaningfully engage community members, especially those most impacted by our services.
- Sensitivity to the Germantown and Northwest Philadelphia community context.



- Strong facilitation skills to manage respectful, collaborative conversations across diverse stakeholders.
- Flexibility to adapt methods to Face to Face's unique culture of hospitality.

Technical Skills & Requirements:

- Track record of successful strategic planning with nonprofit, community-based organizations, ideally in the human services sector.
- Expertise in data gathering, analysis, and synthesis (environmental scans, SWOT, benchmarking, trend identification).
- Proven ability to create clear, actionable goals and measurable objectives aligned with Theory of Change or similar frameworks.
- Capacity to assess and advise on organizational capacity, governance, partnerships, and resource alignment.
- Skill in identifying collaboration and partnership opportunities that strengthen impact.
- Experience developing strategies that enhance fund development, communications, and organizational visibility.
- Demonstrated ability to align board, staff, and leadership around shared strategic direction.
- Ability to produce a written five-year strategic plan with goals, implementation steps, and evaluation framework.
- Commitment to ensuring the plan is a working document that guides daily, annual, and long-term actions.

IV. Deliverables

- A comprehensive five-year strategic plan, including:
 - Strategic priorities, goals, and objectives.
 - Implementation roadmap with short-, medium-, and long-term actions.
 - Success metrics and evaluation framework.
 - Explicit strategies addressing sustainability (earned and contributed revenue to support long-term growth) and succession planning (ensuring continued impactful leadership in times of transition).
- A presentation of findings and recommendations to the Face to Face board and leadership.
- A process summary that documents community and stakeholder engagement.

V. Proposal Submission Requirements

Proposals should include:

- A description of the consultant's approach to strategic planning, including how values of dignity, hospitality, and inclusivity will be embedded.



- Examples of relevant prior work and references from nonprofit or community-based clients.
- Resumes of key staff assigned to the project.
- A proposed timeline and work plan (see Appendix A for an example).
- A budget, including all fees and expenses
 - Note: Face to Face recognizes that things may change and assumptions need to be made at the outset. Feel free to name assumptions and any accommodations your budget includes to ensure needed flexibility.

VI. Evaluation Criteria

Proposals will be evaluated based on the following:

- Alignment with Face to Face's mission and values.
- Demonstrated experience with inclusive, community-driven strategic planning.
- Strength of proposed methodology and facilitation approach.
- Relevant technical expertise and track record.
- Ability to deliver a practical, actionable plan that guides real-world implementation.
- Strength of proposed strategies to address sustainability and succession planning.
- Cost-effectiveness and clarity of budget.

Appendix A: Example Timeline of Activities

(This timeline is provided as an example only. Consultants are expected to propose their own timeline and process based on best practices and their professional judgment.)

Phase 1: Project Initiation (Month 1)

- Kick-off meeting with Face to Face leadership and board.
- Review of prior strategic plans, key documents, and organizational data.
- Finalization of scope, deliverables, and engagement plan.

Phase 2: Discovery & Community Engagement (Months 2–3)

- Conduct stakeholder interviews and focus groups (staff, board, volunteers, funders, and community members/guests).
- Distribute surveys to gather broad input.
- Facilitate listening sessions in Germantown to elevate community voice.
- Conduct environmental scan and SWOT analysis.

Phase 3: Strategic Framework Development (Months 4–5)

- Synthesize findings from discovery phase.
- Facilitate board and staff retreat(s) to define vision, strategic priorities, and key goals.
- Draft strategic framework with short-, medium-, and long-term objectives.

Phase 4: Drafting the Strategic Plan (Month 6)

- Develop full draft of the five-year strategic plan, including priorities, goals, measurable objectives, and implementation roadmap.
- Share draft with Face to Face leadership, staff, and board for feedback.

Phase 5: Refinement & Finalization (Month 7)

- Revise plan based on stakeholder feedback.
- Present final strategic plan to the board for adoption.
- Deliver companion materials (executive summary, presentation slides, and community engagement summary).

Phase 6: Launch & Transition (Month 8)

- Facilitate a “plan launch” session with staff and board to build ownership and clarify next steps.
- Provide recommendations for monitoring progress and embedding the plan into organizational culture.