

Madison Park Development Corporation | Strategic Planning

REQUEST FOR PROPOSALS

MPDC's 2027-2031 Strategic Plan

Purpose

Madison Park Development Corporation (MPDC) is seeking a qualified consultant or consulting team to facilitate the development of its 2027–2031 Strategic Plan.

MPDC seeks a planning process that is focused, inclusive, data-informed, and designed to support clear organizational decision-making. The process should help MPDC assess its progress, understand changing internal and external conditions, make deliberate strategic choices, align organizational resources with priorities, and establish a practical framework for implementation and accountability.

The selected consultant will be expected to help MPDC consider its long-term organizational and financial sustainability and prepare for a changing environment affecting affordable housing, community development, public and private philanthropy funding, technology, climate and regulatory requirements, workforce needs for youth, operating costs, as well as a demonstrated ability to work effectively with diverse communities MPDC serves.

The selected partner should bring demonstrated expertise in facilitation, organizational assessment, community engagement, strategic planning, financial and organizational sustainability, implementation planning, and change management, as well as an ability to work effectively with diverse communities and stakeholders.

About MPDC

Founded in 1966, Madison Park Development Corporation is a Roxbury-based community development corporation advancing affordable housing, resident leadership, youth and workforce opportunity, health and wellness, homeownership, arts and culture through Hibernian Hall, and multigenerational programming through The Dewitt Center.

MPDC's current 2024-2026 Strategic Plan is organized around community wealth building. The development of the 2027-2031 Strategic Plan provides an opportunity to assess progress against that plan, identify unfinished priorities and lessons learned, understand changing community and organizational conditions, and make the strategic choices necessary for MPDC's next chapter.

The next strategic plan should establish a focused set of **enterprise-level priorities** that guide MPDC while providing sufficient direction for individual programs, departments, real estate and asset-management activities, facilities, and organizational functions.

Planning Goals

The strategic planning process should:

- Evaluate the goals, outcomes, and implementation of the 2024-2026 Strategic Plan and identify lessons, successes, unfinished priorities, challenges, opportunities, and enabling conditions.
- Engage residents, Board members, staff, program participants, partners, funders, and public-sector stakeholders, and other key constituencies through accessible and culturally responsive engagement methods.

- Identify a focused set of enterprise-level strategic priorities, strategic choices, tradeoffs, and measurable outcomes for 2027-2031.
- Align programs, real estate and asset stewardship, staffing, systems, revenue, partnerships, fundraising, technology, facilities, data, and Board governance with long-term sustainability.
- Create a management and accountability system linking strategy to annual operating plans, budgets, responsible owners, measurable outcomes, dashboards, executive oversight, and Board engagement.
- Determine which organizational activities and investments should be **expanded, strengthened, redesigned, deprioritized, discontinued, or explored** in support of MPDC's mission and long-term sustainability.
- Assess the financial, staffing, technology, facility/capital, fundraising, partnership, and organizational-capacity implications of proposed strategic priorities.
- Consider plausible future operating environments and identify strategies that strengthen MPDC's ability to respond to changes in public policy, government and philanthropic funding, affordable-housing resources, operating costs, technology, climate requirements, workforce conditions, and community needs.

Scope of Work

MPDC anticipates a deliverable- and milestone-based engagement. Fees should include preparation, research, analysis, facilitation, meetings, revisions, and other work reasonably necessary to complete the agreed-upon scope and deliverables.

Launch & Work Plan	Confirm goals, governance, schedule, stakeholder engagement, data needs, decision-making, and measures of success.
Organizational Assessment	Evaluate the 2024–2026 plan and assess MPDC’s programs, operations, finances, real estate and assets, staffing, governance, systems, and organizational capacity
Stakeholder Engagement	Engage residents, Board, staff, partners, funders, and other stakeholders through interviews, focus groups, surveys, workshops, and/or retreats.
Strategic Landscape & Opportunities	Assess key trends, risks, opportunities, and relevant peers affecting MPDC’s mission, sustainability, and future direction.
Strategic Choices & Priorities	Facilitate decisions on a focused set of 2027–2031 priorities, measurable outcomes, strategic tradeoffs, and resource implications.
Plan, Implementation & Accountability	Develop the final plan and implementation framework, including objectives, owners, milestones, KPIs, dashboards, annual review, and Board adoption

Required Deliverables

The engagement should result in, at minimum:

- Project charter, detailed work plan, schedule, decision structure, and stakeholder engagement plan.
- Current-plan learning and organizational assessment memorandum.
- Strategic Landscape and Peer Review, and stakeholder findings summary.
- Strategic issues, direction, prioritized goals, strategies, and measurable objectives framework.
- Draft and final public-facing 2027-2031 Strategic Plan and executive summary.
- Detailed year-one implementation plan and multi-year roadmap with owners, milestones, dependencies, and resource implications.

- KPI dictionary, Board/executive dashboard templates, reporting cadence, and annual strategy-review process.
- Board, staff, and community presentation materials;
- 90- to 180-day launch plan; and implementation handoff.

All final deliverables must be accessible, publication-ready, and provided in editable Word, Excel, and PowerPoint formats as applicable, plus PDF. MPDC will own work products developed specifically for this engagement, subject to negotiated rights for pre-existing proprietary tools.

Desired Consultant Qualifications

- Demonstrated experience leading strategic-planning engagements for community development corporations, affordable-housing organizations, place-based nonprofits, or similarly complex mission-driven organizations, including at least three comparable engagements within the past seven years.
- Knowledge of affordable housing, asset management, community facilities, resident services, nonprofit financial sustainability, organizational design, and change management.
- Experience with resident-centered, culturally responsive, and equity-informed engagement in urban communities.
- Strong Board and staff facilitation, consensus building, project management, research, synthesis, writing, and implementation-planning skills.
- Ability to translate long- and short-term goals into measurable benchmarks, roadmaps, dashboards, governance structures, and accountability systems.
- Familiarity with Roxbury, Boston, Massachusetts, or comparable urban community-development environments is preferred.

Proposal Requirements

Cover Letter	Legal name, primary contact, proposed project lead, statement of interest, and confirmation that the proposal is valid for 90 days.
Understanding & Approach	Understanding of MPDC and a step-by-step methodology addressing assessment, engagement, analysis, retreats/workshops, decision-making, implementation, and quality control.
Team & Experience	Team roles, availability, estimated level of effort, brief bios, subcontractors, three comparable engagements, and two or three work samples.
Work Plan	Detailed phases, meetings, decision points, deliverables, dependencies, assumptions, and proposed schedule.
Budget	Fixed fee by phase/task/deliverable; staff rates or level of effort; expenses; optional services; payment schedule; inclusions, exclusions, and price-calculation rationale.
Equity & References	Equity/community-practice statement of no more than 300 words and at least three comparable references.
Disclosures	Conflicts of interest, exceptions, pending claims affecting performance, and non-collusion confirmation.

Format: one searchable PDF; maximum 12 narrative pages, excluding cover, resumes, references, and work samples. Promotional materials unrelated to this RFP should not be included.

Anticipated Schedule

Activity	Anticipated Timing
RFP Release	Wednesday, September 2, 2026
Questions Due	Wednesday, September 16, 2026
Responses Shared	Wednesday, September 23, 2026
Proposals Due	Wednesday, September 30, 2026
Review / Finalist Selection	Wednesday, October 7, 2026
Finalist Interviews	Week of October 12, 2026
Consultant Selection Deadline	October 23, 2026

Submission Instructions

- Submit one searchable PDF to Marvin L. Venay, Chief Operating Officer, at mvenay@madison-park.org
- Use the subject line: MPDC Strategic Planning RFP - [Consultant/Firm Name].
- Written questions are due by September 16, 2026, at 5:00 p.m. ET.
- Respondents should not contact other MPDC staff or Board members regarding this RFP unless invited to do so.

Selection and Terms

- MPDC may screen proposals for completeness, score proposals through a selection committee, interview finalists, check references, request clarifications or a best-and-final offer, and negotiate scope and pricing.
- This RFP does not commit MPDC to award a contract or reimburse proposal costs. MPDC may amend, cancel, reissue, reject any or all proposals, waive minor irregularities, or negotiate with one or more respondents.
- The final contract will address scope, deliverables, acceptance standards, schedule, payment, confidentiality, data security, insurance, indemnification, termination, subcontractors, and ownership of work product.
- The selected consultant must comply with applicable federal, state, and local laws and MPDC policies, including nondiscrimination and accessibility requirements.
- MPDC is committed to equitable contracting and welcomes proposals from locally based, minority-owned, women-owned, and other diverse firms and consultant teams.