

INTERFAITH COMMUNITY SERVICES

**REQUEST FOR QUOTES
FOR
STRATEGIC PLANNING CONSULTANT**

QUOTE DUE DATE:
January 12, 2026

ATTENTION:

Greg Anglea, Chief Executive Officer
ganglea@interfaithservices.org

Lauren Varner, Deputy Chief Program Officer
lvarner@interfaithservices.org

I. GENERAL INFORMATION

Issuing Organization	Interfaith Community Services
RFQ Issued	December 10, 2025
Deadline to Submit	January 12, 2026
Decision to Award Contract	February 12, 2026
Contact Information	Lauren Varner Deputy Chief Program Officer lvarner@interfaithservices.org

II. SUMMARY

Purpose

Interfaith is seeking a qualified **Strategic Planning Consultant** to guide the organization in developing a **three- to five-year strategic plan**. The consultant will work closely with Interfaith's Board of Directors, executive leadership, staff, and key stakeholders to build a forward-looking strategy that:

- Strengthens organizational infrastructure and sustainability.
- Aligns programmatic growth with community needs.
- Supports Interfaith's role as a regional leader in housing, behavioral health, workforce development, and social enterprise.
- Clearly articulates Interfaith's role in creating lasting, systemic change for the people and communities we serve.
- Provides measurable objectives and a roadmap for long-term success.

About Us

Interfaith is a secular (non-faith based) 501(c)(3) not-for-profit organization based in San Diego County. Founded in 1979 as a direct response to the rising rates of hunger and homelessness in North San Diego County, Interfaith empowers people in need through services rooted in our core values of accountability, compassion, unity, social justice, and dignity.

In the last seven (7) years, Interfaith has grown from a \$12 million organization to a \$30 million organization. Today, Interfaith is the most comprehensive human services agency in North County. Last fiscal year, Interfaith served 20,250 individuals including 5,242 children, 851 veterans, and 5,242 seniors. We primarily serve North County, a diverse region home to over 1.2 million residents.

Interfaith provides immediate safety net services and long-term, life-changing programs that work to break the cycle of poverty and homelessness. We offer more than 75 programs and services, including:

- homeless outreach
- basic needs (food, hygiene)
- emergency shelter
- transitional housing
- recuperative care
- rapid rehousing
- permanent supportive housing
- case management
- legal and tax preparation assistance
- employment services

- substance use disorder treatment
- referral and advocacy

Interfaith is a trusted local resource and has taken a leading role in shaping service delivery in the region. Interfaith's involvement in the San Diego County's Continuum of Care (CoC) goes back to its origins over 20 years ago. Interfaith has been an integral member organization of the San Diego Coordinated Entry System (CES) since its inception and served as lead service agency for the CES expansion from the City of San Diego to North San Diego County.

Interfaith knows that safe, secure, affordable housing is a basic human need and has operated housing and supportive service programs for homeless individuals and families for over 35 years. This includes providing support and stabilization for homeless men and women, veterans, families with children, seniors, and persons with severe mental illness, long histories of substance abuse, and chronic health issues. Interfaith owns 25 properties that provide a full spectrum of housing and social service programs.

Interfaith develops and works within partnerships and community networks to empower people to overcome the challenges they are experiencing. We create new systems of care and empowerment. We also call out and work within existing (often broken) systems to create positive, long-term systemic change. We are committed to providing direct service to help people, and we go to where those people are, including within broken systems of care.

Interfaith believes in the power of disenfranchised and marginalized people and communities. We acknowledge that you cannot create long-term change when you don't have food to eat or a roof over your head. We provide critical safety net resources, and work to create lasting positive change in the communities we serve.

Growth and Commitment

Interfaith has experienced a period of tremendous growth over the past five years. This includes:

- 63% growth in total net assets from June 30, 2020, to June 30, 2025. Currently \$43.9M
- 60% growth in budgeted revenue from FY20 to FY26. \$30.4M for FY26
- 28% growth in headcount (number of staff) from FY20 to FY25. Currently 263 FTEs.

During this period (2020 and 2021), Interfaith was on the frontlines of the Covid-19 pandemic. Interfaith rapidly expanded services to serve more clients than in any other point in our history, becoming a trusted partner in responding to the devastating public health and economic impacts of the pandemic.

With this growth, our commitments have also grown:

- In 2023, we opened the **Abraham and Lillian Turk Recuperative Care Center**, a 106-bed capacity facility and the only stand-alone recuperative care center of its kind in San Diego.
- Also in 2023, we opened North County's first low barrier **Family Shelter** and received a \$5MM Bezos Day 1 Families Fund grant. This momentum continued in 2024 with the launch of our **ONE Campaign to end family homelessness, one family at a time.**
- This year, Interfaith assumed operations of the **Oceanside Navigation Center** and launched a **People 4 People Fund** to sustain core services and provide aid to local people, with an emphasis on ensuring people can meet their basic needs and preserve or secure safe and dignified housing.

III. SCOPE OF WORK

Interfaith seeks a consultant to guide and execute a strategic planning process and produce a three- to five-year strategic plan. The three- to five-year strategic plan is targeted to start in 2026. We expect that the work

of this consultant will be completed by Q3 2026.

The consultant will work with a Planning Committee made up of members of the Board and executive staff, while also engaging key stakeholder groups.

The selected consultant will:

1. Conduct an Organizational Assessment

- Review Interfaith's mission, programs, financials, and current initiatives.
 - See attached Mission & Core Values
- Assess opportunities and challenges across service lines, staffing, governance, and fiscal sustainability.
- Review and consider draft 2025 – 2028 Strategic Plan Framework created by executive staff in 2025
 - See attached to be viewed as a starting point.
 - Consider opportunities available within Interfaith's existing real estate portfolio

2. Facilitate Stakeholder Engagement

- Design and implement engagement strategies for Board, staff, clients, funders, and community partners.
- Gather input through interviews, focus groups, and surveys.

3. Develop a Strategic Framework

- Update/reaffirm mission, vision, and values.
- Identify strategic priorities across housing, healthcare, behavioral health, workforce development, and funding diversification.
- Recommend structures for implementation and accountability.

4. Produce Final Deliverables

- A comprehensive **three- to five-year strategic plan** shall include:
 - Strategic areas of focus and measurable goals.
 - Implementation roadmap with accountability structures.
 - An analysis on current governance framework and needed changes to support the organization moving forward.
 - Sustainability strategies (financial, staffing, infrastructure).
 - A public-facing summary of Interfaith's strategic vision.
 - Necessary resources for staff to carry out programs.

IV. QUOTE SUBMISSION REQUIREMENTS

Submission Requirements

- All submissions must be electronic, standard-size (8.5" x 11") pages.
- Quotes should include sections listed below but not exceed 8-10 pages total.
- Attachments and supporting documents can be included as needed.
- Electronic quote submissions must be emailed to lvarner@interfaithservices.org by no later than 11:59pm PST on January 12, 2026.
- Faxed or mailed copies will not be accepted.
- Submissions will be kept on file.

Quote Format

Quotes must follow this format:

- a. Background & Experience

- Description of your organization and experience doing this kind of work.
- b. Summary
- General description of the planning activities recommended: provide a brief statement of your understanding of the requested effort, including the conclusions.
- c. Methodology
- Approach to partnership and team building. How would you build and maintain an engaged relationship with key stakeholders in the strategic planning process?
 - Creative methods for data gathering and information dissemination appropriate for a diverse organization.
 - Innovative ideas for an ongoing communications strategy that engages various constituencies and clarifies when and how people can participate.
 - Ideas or examples of how to present and promote the finalized plan.
- d. Workplan
- Provide information about proposed activities that would involve key stakeholders.
 - Provide a timetable for completing the process within the timeframe, including project tasks, schedule, and deliverables.
- e. Budget
- For each activity outlined in the work plan, please identify the expected hours of staff members and the total cost.
- f. Additional Information and Comments
- Include any other information deemed important, but not specifically required elsewhere.
- g. References
- Provide at least two references who can speak to your work.

Timeline

RFQ Issued	December 10, 2025
Deadline for Questions	December 15, 2025
Deadline to Submit	January 12, 2026
Notice of Selection as Finalist/Interview Scheduling	January 30, 2026
Interviews with Finalists	February 2, 2026 – February 6, 2026
Decision to Award Contract	February 12, 2026
Notification of Selection	February 16, 2026
Contract Awarded	March 2, 2026

Terms

- Interfaith reserves the right to make changes to the RFQ timeline.
- Interfaith will not reimburse costs of preparing the consultant quotes.
- Interfaith reserves the right to cancel the award of contract at any time before the execution of the contract by both parties. The responding consultants bear sole risk and responsibility for

costs incurred in the preparation and delivery of the quote.

- Interfaith reserves the right to reject any or all responses to this RFQ.
- Interfaith reserves the right to ask for clarification in the quote if the need arises.

V. SELECTION PROCESS

A review panel of Board and staff leadership will review all quotes. In evaluating quotes, the price will not be the sole factor. The review panel may consider any factors it deems necessary and proper, including but not limited to price, quality of service, response to this request, experience, staffing, and general reputation.

Evaluation Criteria

Quotes will be reviewed and evaluated based on the following criteria.

Qualification	Points
Professional Qualifications	25
Past Involvement with Similar Projects and References	20
Project Approach and Work Plan	40
Fees	15
Total	100

Notification of Selection

After preliminary rating and ranking of quotes by the review panel, interviews may be scheduled with finalists. References may be contacted for all finalists.

The final recommendation of the RFQ review panel will be submitted for approval by the Interfaith Board President & CEO. All applicants will receive written notification of the Interfaith's decision regarding their quote

Interfaith reserves the right not to select an applicant for project implementation if, in its determination, no qualified applicant has applied or is sufficiently responsive to the service need.

If no quote is selected, Interfaith may elect to either not develop the service pending further analysis of alternatives to meet the expressed need or issue a new RFQ to attempt to expand the pool of potential respondents.

VI. INQUIRIES

Inquiries concerning this RFQ should be directed to the below contact. All inquiries should be submitted in writing.

Lauren Varner
Deputy Chief Program Officer
Interfaith Community Services
lvarner@interfaithservices.org