



Family Resource Center Association  
Connecting Resources, Impacting Lives

# **REQUEST FOR PROPOSALS**

## **Annual Evaluation**

*Released: January 5, 2021*

*Response Due: January 24, 2021*

Family Resource Center Association

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Denver, CO 80205-2929

[www.cofamilycenters.org](http://www.cofamilycenters.org)

# INTRODUCTION

The Colorado General Assembly established Family Resource Centers (FRCs) in 1993 as a five-year pilot project, a public-private initiative, to establish FRCs in local communities to serve as a “single point of entry for providing comprehensive, intensive, integrated, and collaborative community-based services for vulnerable families, individuals, children, and youth.”

In 1998, the Family Resource Center Association (FRCA), a non-profit organization, was established as a strategic statewide network to support the FRCs. Since that time, FRCA has served as the intermediary organization for the network and worked to improve equity in our systems, capacity, and outcomes for family support services provided by the Colorado FRCs. One of the many benefits of membership in the FRCA is an annual evaluation that includes referrals, services, family-driven goals and outcome assessments that measure progress toward economic and health well-being.

Additionally, FRCA has taken an equity stance and has begun during this fiscal year to examine how our service and evaluation approaches fit with the principles and values that advance equity. This is a bridge year, aiming to keep continuity to what we’ve always presented in our annual evaluation and help evolve our evaluation thinking into more equitable approaches. COVID-19 pandemic and subsequent economic impacts have raised awareness of and engagement with FRCs across Colorado. An increasing number of families who had not previously engaged in services and goal setting with trained staff are now actively partnering towards maintaining and advancing their self-sufficiency. We are excited to use the aggregate network data to signal where and with whom to dig deeper.

## 1. Project Purpose

FRCA is seeking an evaluation partner to conduct a quantitative and qualitative evaluation of service areas provided by the Colorado FRCs for the period of July 1, 2020 to June 30, 2021. Recognizing FRCA cannot know it all at once on our equitable evaluation journey, we are looking to find someone who can recognize where we are and push us slightly forward. FRCA is soliciting responses to this Request for Proposals (RFP) for a one-year bid from a qualifying vendor to conduct the annual evaluation for services provided by the 27 FRCs, located throughout Colorado, that currently use our centralized data system as described below.

FRCA reserves the right to renew a non-competitive contract for up to an additional three years.

## 2. Project Scope, Deliverables and Timeline

### Description

Colorado Family Resource Centers are stand-alone organizations, such as a non-profit organization or a school-based resource center. Every FRCA member organization is required by Colorado Statute to provide, at minimum, a screening process to assess a family’s needs and strengths. Screening results become a practice tool assisting families in setting their own goals and aid in the development of a written plan to pursue those goals in working toward increased family well-being.

At minimum, required services at every FRC include:

- 1) Referrals to services that help families meet their goals; and,
- 2) Comprehensive, coordinated family support services (strength-based case management model known as Family Development Services).

The Family Pathways Framework (see Appendix) describes three primary paths through which families receive services at member FRCs, including intake, follow-up and data entry requirements for each path (data is entered into the FRCA customized data system, FRCAforce):

- **General Services Path:** Aggregate tracking of numbers served in services, such as:
  - Phone/walk-in referrals
  - Community Events (e.g health fair, developmental screening, etc.)
  - Non-financial assistance (e.g. food, clothing, diapers, school supplies, etc.)
  
- **Center Services Path:** Participant-level tracking (demographics, number served in each service area, attendance, etc.) – approx. 22,000 individuals in 10,000 families annually
  - Common Screening and Demographics Form\*
  - Emergency financial assistance (e.g. utility or housing cash assistance)
  - Parenting/Early Childhood Education Services
  - Life skills classes
  - Job training/education classes
  - Nutrition/cooking classes
  - Health insurance enrollment
  
- **Family Development Path:** Participant-level tracking of demographics, numbers served – approx. 5,000 individuals in 3,000 families annually
  - Common Screening and Demographics Form\*
  - Colorado Family Support Assessment 2.0, comprised of:
    - Part A: Reliable domain matrix of objective indicators to assess family stability in 14 categories (i.e. food security, employment, income, education, housing, etc.). Each domain is rated 1 to 5 denoting in-crisis, vulnerable, safe, stable or thriving with a prevention line between vulnerable and safe;
    - Part B: Strengthening Families Protective Factors Survey (PFS), a valid and reliable tool, assesses five factors that protect against child abuse and neglect;
    - Part C: Readiness to Change Scale assesses family readiness to change in each domain area, from 1 to 10.
  - Family-driven goals based on CFSA 2 baseline scores and readiness to change in specific domains
  - Referrals (internal and external)
  - Follow-up family assessments to track goal progress and changes in domain ratings

*\*Common Screening and Demographics Form includes: Age, gender, race/ethnicity, family size, annual income; and eight screening questions to identify individual/family needs*

## Scope of Project

The data to be analyzed and reported will be single sourced from FRCA’s centralized data system, FRCAforce. The data will include Center Services and Family Development Paths described above.

There are two components to the scope of work:

### Component I: Annual Evaluation Executive Summary Report –

Component I represents the ‘bridge’ of what FRCA’s evaluation has been producing in the past, and our desire to continue the majority of this reporting as we work in parallel to explore our thinking about how to integrate more equitable evaluation approaches. This component includes, at minimum, analysis and reporting of data from approximately 25,000 individuals in 13,000 families served by 27 FRCs during the reporting period. This

component includes: 1) the network-wide aggregate data findings and report; and, 2) individual center-level data reports for the FRCs that have at least 20 matched family assessments (typically about 20 of the 27 FRCs), as described below:

**A. Aggregate Report:**

1. Data preparation and cleaning (reviewed for completeness and incongruencies);
2. Calculating effect size (analyzing what is most appropriate in light of the renewed American Statistical Association’s guidance);
3. Graphing the data with brief narratives for internal program evaluation purposes (at minimum: demographics and screening questions; service enrollments; family development outcomes based on baseline and follow-up CFSA 2 assessments);
4. Executive Summary report. A work product that brings the story of our data visually and contextually to life. The intended audiences of the Executive Summary are the participating families, the FRC staff partnering with families and those leading the organizations including board of directors, various funders, evaluation partners, and stakeholder groups.

**B. Individual summary report for approximately 20 of the FRCs:**

1. Short summary report for the FRCs that meet eligibility for a center-level report that graphs their data compared to aggregate data above. At minimum, these reports would include:
  - a. Short description of data considerations
  - b. Results in following areas:
    - i. Family Characteristics (demographics, screening questions)
    - ii. CFSA 2.0 Domain Matrix Results (baseline; matched follow-up assessments)
    - iii. Protective Factors Results (matched follow-up surveys)
    - iv. Numbers served in each service category

**Component II: Developing FRCA’s Equitable Evaluation Approach –**

FRCA and its member FRCs have long held a core value of addressing systemic barriers that create inequities for families. During the past year, we have intentionally expanded this focus through partnerships with funders and a health equity consultant to draw thinking/inspiration from [the Data Equity Framework](#) and [Equitable Evaluation Framework](#). Our current work moving from the “Discovery” to the “Exploring” Phase includes: understanding underlying principles and values that advance equity; conducting an Organizational Equity, Diversity and Inclusion assessment for FRCA and for each of the 32 member FRCs; and, by August 30, 2021, creating a Health Equity Plan with goals for FRCA and for each of the FRCs to increase their organization’s work toward equity, diversity and inclusion.

Through this RFP, FRCA is seeking an evaluation partner who is able to help us consider how to begin designing an approach to equitable evaluation. At the time of releasing this RFP, we are looking to keep the backbone of reporting structures and want to start iterating on what exactly that looks like and how it asks equity questions. In partnership with the Program & Evaluation (P&E) Committee, a committee of the FRCA Board of Directors with representation from nineteen of the thirty-two FRCs, FRCA and the vendor will co-create the approach. This approach ideally includes consideration of how equity shows up in: what we’re focusing on in our evaluation, how our processes of evaluation reflect principles of equity, and how our approach to evaluation and learning creates greater equity for those we exist to serve. We seek a vendor who can help move the network forward in our thinking and practice of evaluation aligned with principles of equity, including FRCA staff, P&E Committee members and the Executive Directors/staff of 32 member organizations. We recognize that we are in the early phases of our journey, and are committed to continuing to explore the challenges and opportunities we have to

embed equity in our work. The vendor is expected to help us begin drafting a framework or approach to guide how we begin embedding considerations of equity into our practices, processes, and outcomes. We recognize that this is iterative work, so are looking for clarity about places to begin and directions in which we might want to move as we continue forward. We seek support in identifying and taking initial steps during the first year of this contract, knowing that we will need to evaluate our progress and direction and continue to iterate on how we do equitable evaluation work moving forward.

Below are some of the steps within the Family Development Service delivery that FRCA is interested in further exploring over time as it relates to how equity shows up in our processes and outcomes. For each step, we've indicated some examples of the types of questions we may be interested in exploring in partnership with our evaluation vendor. However, we look to the vendor to help us identify the most impactful lines of inquiry – whether they are those suggested below or others that the vendor may suggest.

**Offer by staff:** Are there inequities in practice that impact which families are offered family development? If so, what are they? Who is being offered family development and why, and who is not and why? What suggestions for training and practice implementation supports can be made to the FRCA evaluation team to address inequities?

**Acceptance/decline by family:** What can be learned from those that were offered and initially decline? Are there themes/trends to reasons for decline? Are different families declining than those accepting? Moreover, if yes, what are those differences and why are they happening?

#### **Baseline assessment**

**Continued/discontinued engagement (follow up):** Which families initially accept family development (shown by baseline) and along the way withdrawal from goal setting, and why? Are there differences between those families who accept, complete a baseline and multiple follow-ups and those that withdrawal after baseline? If yes, what do these differences say about family development?

**Eliciting Readiness for Change areas:** One of our foundational beliefs is that family-led goal setting is paramount to maintaining and advancing self-sufficiency. Are there themes/trends around which domains have high initial readiness to change related to common screening results? Are there domains constructed by systemic racism (Housing/Adult Education) that despite high initial readiness to change remain unchanged after goal setting?

**Movement around prevention line:** Are there themes/trends in the types or combinations of services types received and movement around domain prevention line? Does frequency and variety in service types received impact self-sufficiency domain movement? Which families seem to benefit most from what combination of services?

**Protective Factors (PF):** Protective factors exist in all families. Are there differences in PF present at baseline for families who continue engagement (have at least one follow up assessment) than those with only a baseline assessment?

FRCA has included demographic data tables (see Appendix) from our latest annual evaluation report as examples of the types of data tables that have been produced by the evaluation so far, and to provide the vendor with a place to start in considering what questions related to equity we should be considering. During the course of this engagement, the vendor will work with FRCA in order to craft an approach to how we better embed equity into the way that we think about and conduct our evaluation work.

## Deliverables and Timeline

1. Project Design and Schedule for the project by April 1, 2021 (subject to final approval by FRCA)
2. Equitable Evaluation Approach Draft by May 1, 2021
3. Finalize Equitable Evaluation Approach by September 1, 2021
4. Aggregate Report data tables as described above by September 1, 2021
5. Aggregate Executive Summary report by September 10, 2021
6. Short individualized reports for approximately 20 FRCs by October 1, 2021
7. Post Webinar with FRCA Network to present Executive Summary and Individual Summary Report findings and recommendations by October 15, 2021
8. Recommendations for the 2021-2022 data period about what should be examined and reconsidered by staff to continue to improve equitable access, engagement and family outcomes of FRC Services by December 1, 2021
9. Monthly Team Meetings from March – December, 2021

## 3. Project Management

Progress Reports/Meetings: The following meetings, at minimum, between the vendor's Evaluation Team and the FRCA Evaluation Team will be necessary to monitor progress on this project (video-meeting format is acceptable):

- Kick-off meeting in March with the successful vendor's evaluation team, including any sub-contractors
- Monthly meetings during March – December 2021
- Interim progress reports/meetings as determined jointly by FRCA and the vendor

## 4. Vendor Qualifications

Vendors must meet the following criteria:

- Have a demonstrated depth of knowledge about building evaluation approaches for organizations/networks that incorporate principles of equity into every component – including the evaluation questions, evaluation processes, and how findings are translated into organizational thinking and practice.
- Be willing and able to guide an organization through its thinking and practices around equitable evaluation, recognizing where it is at on that journey – while also pushing for improvements to better align the work with principles of equity.
- Ability to adapt to changing circumstances and thinking as the client organization evolves its own thinking and direction related to equitable practices.
- Organization must have demonstrated experience providing advanced analysis of data and reporting from organizations serving at least 1,000 families annually.
- Key staff must have experience leading a multi-organizational network through the development of an evaluation framework that aligns with principles of equity.

## 5. Proposal Guidelines

This RFP represents the requirements for an open and competitive process. Proposals will be accepted until **5pm MST January 24, 2021**. All proposals must be signed by an official agent or representative of the company submitting the proposal.

If the organization submitting a proposal intends to outsource or contract any work to meet the requirements contained herein, this must be clearly stated in the proposal. Additionally, all costs included in proposals must include any outsourced or contracted work. Any proposals that call for outsourcing or contracting work must

include a name and description of the organization(s) being contracted.

Vendor bid must include, at minimum:

1. Contact information
2. History of relevant work
3. Bios of staff assigned to this project and their role in the project
4. Description of proposed approach for both Components I and II
5. Detailed Project Plan with Timeline for Component I and General Project Plan with Action Steps for Component II
6. Detailed Budget (Bids should not exceed \$40,000)
7. References from two projects of similar scope

## 6. RFP Timeline\*

RFP Released: January 5, 2021

Q & A Window: January 5 – January 15, 2021 (send questions to [info@cofamilycenters.org](mailto:info@cofamilycenters.org) with subject line of: Evaluation RFP Questions. Responses [posted to agency website weekly on Fridays](#).)

Submission Deadline: January 24, 2021, 5:00pm MST

RFP Award: February 5, 2021

Kick-off Meeting: March 1-5, 2021 (TBD)

*\*FRCA reserves the right to revise the timeline as needed. Changes will be posted at: [www.cofamilycenters.org](http://www.cofamilycenters.org)*

## 7. Proposal Evaluation Criteria

A multi-discipline review team, including FRC staff, independent consultants, and FRCA staff, will evaluate all proposals based on the following criteria. Applicants should ensure the proposal is complete and addresses all of the following:

- Overall suitability: Bids meet the scope and timeline included and implied herein and is presented in a clear and organized manner
- Organizational Experience: Bidders demonstrate the organizational infrastructure and experience to deliver the scope of this project, including documented experience designing and conducting program evaluations that include considerations of diversity, equity and inclusion in the way they are constructed and carried out
- Staff Experience: Assigned staff have the experience and expertise needed to meet all project requirements
- Detailed project plan meeting deliverables is complete and complies with stated timelines
- References: Vendor has provided at least two references from prior work projects with similar scopes
- Detailed Budget is accurate and commensurate with value offered by vendor

## 8. Submission

Bids must be emailed as one document in PDF format to:

[info@cofamilycenters.org](mailto:info@cofamilycenters.org)

**by 5:00pm MDT on Sunday, January 24, 2021**

Please use the subject line: Annual Evaluation Bid

## Appendix: Detailed Data Tables

# Appendix D. Detailed Data Tables

TABLE D.1. GENDER, RACE/ETHNICITY, AND AGE OF INDIVIDUALS SERVED BY PATH

	Center Services Path		Family Development Path		Total	
	n	%	n	%	n	%
<b>Gender</b>						
Female	12,886	57%	3,469	66%	16,355	59%
Male	9,509	42%	1,790	34%	11,299	41%
Transgender	21	<1%	5	<1%	26	<1%
Total	22,416	100%	5,264	100%	27,680	100%
Missing	107		13		120	
<b>Race/Ethnicity*</b>	<b>n</b>	<b>%</b>	<b>n</b>	<b>%</b>	<b>n</b>	<b>%</b>
American-Indian or Alaska Native	849	4%	425	8%	1,274	5%
Asian	505	2%	44	<1%	549	2%
Black or African-American	1,000	4%	246	5%	1,246	4%
Hispanic or Latino	9,977	44%	2,259	43%	12,236	44%
Native Hawaiian or Other Pacific Islander	197	<1%	33	<1%	230	<1%
White	14,417	64%	2,949	56%	17,366	62%
Declined to Answer/ Missing	898	4%	127	2%	1,025	4%
<b>Age</b>	<b>n</b>	<b>%</b>	<b>n</b>	<b>%</b>	<b>n</b>	<b>%</b>
0-5	3,115	14%	1,028	20%	4,143	15%
6-8	1,197	5%	218	4%	1,415	5%
9-12	1,440	6%	286	5%	1,726	6%
13-17	1,515	7%	285	5%	1,800	7%
18-24	1,996	9%	427	8%	2,423	9%
25-35	4,597	21%	1,391	27%	5,988	22%
36-45	3,482	16%	916	18%	4,398	16%
46-55	2,245	10%	365	7%	2,610	9%
56-64	1,644	7%	195	4%	1,839	7%
65+	1,104	5%	109	2%	1,213	4%
Total	22,335	100%	5,220	100%	27,555	100%
Missing	188		57		245	

Note. Due to rounding, shown percentages may not total to 100%.

\*Respondents could select multiple options for race/ethnicity - percentages may exceed 100%.



TABLE D.2. FAMILY SIZE BY PATH

Family Size	Center Services Path		Family Development Path		Total	
	n	%	n	%	n	%
1	2,521	25%	339	12%	2,860	22%
2	1,941	20%	596	20%	2,537	20%
3	1,863	19%	730	25%	2,593	20%
4	1,781	18%	592	20%	2,373	18%
5	1,072	11%	384	13%	1,456	11%
6	497	5%	174	6%	671	5%
7	173	2%	67	2%	240	2%
8+	100	1%	35	1%	135	1%
Total	9,948	100%	2,917	100%	12,865	100%
Missing	284		72		356	

TABLE D.3. FAMILY ANNUAL INCOME BY PATH

Annual Income	Center Services Path		Family Development Path		Total	
	n	%	n	%	n	%
Less than \$10,000	3,083	34%	861	32%	3,944	34%
\$10,000 - \$19,999	2,270	25%	686	26%	2,956	25%
\$20,000 - \$29,999	1,551	17%	469	18%	2,020	17%
\$30,000 - \$39,999	1,013	11%	312	12%	1,325	11%
\$40,000 - \$49,999	476	5%	132	5%	608	5%
\$50,000+	685	8%	216	8%	901	8%
Total	9,078	100%	2,676	100%	11,754	100%
Missing	7,215		313		7,528	
Median Income	\$16,188		\$16,800		\$16,800	

TABLE D.4. FAMILY MEDIAN INCOME BY SIZE BY PATH

Family Size	Center Services Path		Family Development Path		Total	
	n	Median Income	n	Median Income	n	Median Income
1	2,294	\$10,314	278	\$8,460	2,572	\$9,768
2	1,706	\$14,400	519	\$12,000	2,225	\$14,400
3	1,690	\$17,160	647	\$18,000	2,337	\$17,400
4	1,566	\$22,800	562	\$21,600	2,128	\$22,122
5+	1,745	\$24,000	661	\$21,600	2,406	\$24,000
Missing	7,215		313		7,528	

## Colorado Family Resource Centers – Family Pathways

	General Services Path			Center Services Path			Family Development Path
	General Outreach	External Programs	Brief Emergency Assistance	Emergency Services	Center Program/Service (Adult/Family)	Center Program/Service (Child Only)	Family Development (FD)
SERVICE TYPE THAT DEFINE EACH CATEGORY (and examples)	Such as program-specific flyers, newsletters, community events, early childhood screenings	Phone/Walk-In Referrals	Non-cash brief assistance <i>Examples</i> -Clothing assistance -Food bank (if unable to track at family-level)	Financial assistance <i>Examples</i> -Housing assistance -Utility assistance -Medical assistance -Food bank (recommended)	Any Service or Program Provided by the FRC <i>Examples</i> -Life skills/job training/GED -Adult/family health programs -Health insurance enrollment -Parenting programs (PAT/NPP/IY/AP/HIPPY) -Head Start/Early Head Start -Colorado Community Response (CCR) families	Any Service or Program Provided by the FRC to children (no in-person adult contact). <i>Examples</i> -Child health programs (e.g., CATCH, Exploring Foods Together)	FD Services with CFSA 2.0 and Goal Setting** <i>Required for</i> -Families referred by Social Services -Family Support Services (FSS) families -Families with need identified through screening questions who accept services at follow-up* -Families who self-select into goal setting
INTAKE REQUIREMENTS	None	None	None	-Required Demographics -Required screening questions	-Required Demographics -Required screening questions	-Required Demographics -Required screening questions	-Required Demographics -Required screening questions -CFSA 2.0 Baseline Assessment
DATA ENTRY REQUIREMENT	General Services	General Services	General Services	Data entry required within 30 days: -Add Household and Contacts (required demographics) -FRCA Common Screening record for HOH (screening results) -Services provided -Referrals provided	Data entry required within 30 days: -Add Household and Contacts (required demographics) -FRCA Common Screening record for HOH (screening results) -Services provided -Referral provided -Group Services attendance	Data entry required within 30 days: -Add Household and Contacts (required demographics) -FRCA Common Screening record for HOH (screening results) -Services provided -Referrals provided -Colorado Family Support Assessment 2.0 (Baseline) -Service Plan record created -Goal(s) added to Service Plan -Program Enrollment (Family Development, OEC FSS, CCR)	Data entry required within 30 days: -Add Household and Contacts (required demographics) -FRCA Common Screening record for HOH (screening results) -Services provided -Referrals provided -Colorado Family Support Assessment 2.0 (Baseline) -Service Plan record created -Goal(s) added to Service Plan -Program Enrollment (Family Development, OEC FSS, CCR)
FOLLOW-UP	Not required	Not required	Not required	<i>Refer to Family Development, as appropriate</i>	Required before program ends (or within 45 days); <i>Refer to Family Development, as appropriate</i>	Not Required	Follow-up contact required within 31-90 days of baseline contact and every 31-90 days thereafter as needed:
DATA ENTRY AT FOLLOW-UP	Not required	Not Required	Not required	Service Closure (including follow-up attempted, client reached, client status, notes, next steps for follow-up) required within 30 days for Basic Needs, Emergency Services	Participant survey at program completion (anonymous)	Not Required	Data required within 30 days: -Services, Referrals Data required within 90 days of completion: -CFSA2.0 Follow-up, Goal Progress Check-in, and Service Closure after each CFSA 2.0 -Participant Survey after each CFSA 2.0 follow-up (anonymous)

\*Any 'No' response to screening questions (indication of need) results in a follow-up contact by a trained staff member to offer Family Development Services (within 30 days of initial intake)

\*\* Family-driven goal setting based on CSFA 2.0, including Part C: Readiness to Change rating Data Entry Requirements=entries into FRCAforce

