



## REQUEST FOR PROPOSALS: Strategic Planning Project

### I. Introduction

The Family Resource Center Association (FRCA) is a nonprofit membership association that has been serving Colorado's family resource centers for over 25 years. FRCA provides a wide variety of services to its members, including advocacy, pass-through funding, training, technical assistance and more. FRCA's goal is to support its 30 member centers so that they can provide high quality services to families and their communities.

FRCA is an experienced collaborator, working with partners to achieve shared goals. FRCA staff possess strong public relations skills to engage stakeholders, advocate for family strengthening initiatives, and promote our solutions for wider adoption. FRCA also works with non-Member organizations and entities outside Colorado with a fee-for-service model, mostly providing trainings and database support. FRCA, like most intermediaries, has a goal of enhancing the performance of its network members. It is our intent to build on the assets of our members as well as to identify areas for growth and opportunity, positioning our members for long-term success. We strengthen our frontline member organizations through an array of services, including:

- **Training:** Providing robust, on-going virtual trainings on FRCA's proprietary tools and curriculums. Additionally, providing group learning experiences on topics such as leadership development, HR best practices, program implementation, grant management, fund development, and organizational development.
- **Technical assistance:** Addressing specific needs of members through one-on-one or group consultation. Targeted technical assistance may include topics like leadership coaching, financial management, and board development.
- **Pass through grant funding:** Sub-contracting with members to distribute local grants. This also requires FRCA to conduct appropriate oversight of those funds on behalf of the funding agency.
- **Organizational assessment:** Analyzing and evaluating an organization's assets and needs and determining the kinds of support and services it might benefit from utilizing.
- **Knowledge sharing:** Linking members to relevant research and studies on promising and effective practices that meet their needs and interests.
- **Networking:** Connecting community organizations and their representatives with one another for the purpose of addressing a shared community issue or problem; identifying potential collaborative opportunities, sharing information, and learning promising or effective practices.

The Association's current three-year strategic plan ends July 2026. By the spring of 2026, most of the deliverables and goals were accomplished. During the past three years, there has been growth and changes in the Association and its membership. The Network has maintained around 30 members with a few new centers joining membership and a few centers leaving membership.

Through a member Executive Director Advisory Workgroup and a Strategic Plan workgroup, in the spring of 2025 FRCA streamlined its membership structure to have only one tier of membership in which all member benefits are provided uniformly across the state. This work clarified member benefits for staff, board and our members. In the last three years, FRCA has also expanded its work outside of Colorado with additional contracts for our database, our outcome tool, and our service delivery model consultation.



FRCA is funded by a variety of state grants as well as support from private foundations, corporations and individual donations. The Association also receives funding from member dues and other earned income. The board of directors is a combination of executive directors of the member organizations plus at-large community members that bring specific talents and skills to the Association.

Further information can be found at [www.cofamilycenters.org](http://www.cofamilycenters.org).

## II. Purpose of this Request for Proposals:

FRCA's last strategic planning process was conducted in 2023 and resulted in a three-year plan. Nearly all the goals identified in the plan were accomplished because the plan included very specific and actionable deliverables.

FRCA is seeking a consultant to guide the development of its next strategic plan to provide a clear, actionable roadmap that will guide FRCA toward its goals over the next three years and beyond. This plan needs to bridge the gap between where FRCA is today and where it wants to be in the future. FRCA has had success with its past two strategic plans by utilizing the [Paterson StratOp](#)® process to operationalize the strategic plan with SMART goals and workgroups to carry out the goals. FRCA seeks a consultant to guide the development of our goals for the next three years with the intent of creating actionable steps and a timeline, utilizing the StratOp process or a similar, actionable model.

## III. Eligible Applicants:

FRCA is interested in receiving proposals from consultants with experience in non-profit organizational assessment, board development and strategic planning. Experience working with intermediary organizations is preferred.

## IV. Scope of Project and Timeline:

The scope of this project is for developing a three-year Strategic Plan based on input from the following key stakeholders, using multiple strategies, based on consultant's recommendation (in-person, online surveys, focus groups, etc.):

- Board and Committee Members: 35 individuals
- FRCA Staff: 9 staff members
- Member Organizations: 29 Executive Directors

This work could be done through a Strategic Planning Retreat that would consist of one or two days of a retreat style format with FRCA Staff and Board Members, somewhere in the Denver metro area. Topics to be considered during the strategic planning process include:

- Membership Structure
  - Geographic expansion of Membership; Expansion of Member Benefits; Expansion of "Friends of FRCA" (before a center becomes a member)
- Increasing the evidence of our Service Model
- Expansion of Fee-for-Service to non-members
- Succession Planning (key staff and board positions)
- Diversified Funding Strategy
- State Advocacy
- Colorado Fatherhood Network



- Food Security contracts
- Including Equity, Diversity, and Inclusion practices throughout the strategic plan
- Expanding Collaborations
- And other identified topics

Deliverables include, at minimum:

- Written summary of interviews and/or survey results
- Three-year Strategic Plan SMART goals (specific, measurable, achievable, relevant, time-specific)
- The beginning of the development of Action Plans for the Strategic SMART Goals (outline of specific tasks, timeline, responsible party—staff, committee, board, etc.)

Estimated approximate timeline for the project:

- March 20, 2026: Release of the RFP
- April 15, 2026: Proposals are due
- Early May: Contract Awarded
- May: Work is conducted (based on consultant’s availability) and any surveys needed are launched
- June: Staff and board retreat
- June – July: the plan is finalized

**V. Response Format and Content**

Applications from eligible consultants will be reviewed by the FRCA Executive Committee and FRCA staff. Your proposal should follow this format:

1. Primary Contact Information: Name, title, address, telephone number, email address.
2. Summary of Consultant (individual or firm): Length of time the consultant/firm has been in business and an outline of your recent experience in similar projects.
3. Summary of qualifications and experience of the primary consultant(s) that would be assigned to this project. Highlight experience with intermediary organizations, if any.
4. Description of the general approach or methodology that you typically follow to carry out the required services for this scope of work.
5. Detailed Scope of Work, Timeline, List of Deliverables and Fees for each stage of the project—describe any sub-contractors or Third Parties that would be utilized to deliver the proposed work.
6. Resume(s) of primary consultant(s) for this project.
7. Three client references and contact information for similar projects. Please indicate if any of the clients are intermediary organizations.

**VI. Submission Details:**

Prior to submission, you may submit clarification questions via email to: Shawna McGuckin, Director of Strategic Partnerships at [smcguckin@cofamilycenters.org](mailto:smcguckin@cofamilycenters.org) or request through email a 30 minute zoom meeting to answer clarifying questions.

**The proposal must be electronically submitted by 5:00 p.m. Wednesday, April 15, 2026.**

**Direct submissions to:**

Shawna McGuckin, Director of Strategic Partnerships, [smcguckin@cofamilycenters.org](mailto:smcguckin@cofamilycenters.org)

With: *Strategic Plan* in the subject line



The FRCA Executive Committee expects to select a consultant within three weeks on the application due date. We ask that you hold your proposal valid for ninety days from the date of submission. Any costs incurred by you or your firm for collection of preliminary information, for preparation of the proposal or for subsequent negotiations will not be reimbursable. The RFP may be amended, including extending the due date, at the discretion of FRCA. FRCA is not bound to select any of the vendors submitting proposals and reserves the right to request vendors to make a presentation to FRCA.

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