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Rural Community Assistance Corporation
3120 Freeboard Dr. Ste 201
West Sacramento, CA 95691
www.rcac.org

Request for Proposal

Theory of Change Consultant

Scope Summary

RCAC is seeking proposals for facilitation of the RCAC Board and C-Suite in the continued development of a Theory of Change that serves as a base for updating RCAC's current strategic framework, resulting in an integrated foundation and pathway for our work over the next five years. This Scope does not include updating RCAC's current strategic framework, only the Theory of Change.

Introduction

About RCAC

Founded in 1978, Rural Community Assistance Corporation (RCAC) is a 501(c) 3 nonprofit organization headquartered in West Sacramento, California. Our mission is to provide training, technical and financial resources and advocacy so rural and Indigenous communities can achieve their goals and visions. We support rural and Indigenous underserved communities in 13 western states—Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, New Mexico, Nevada, Oregon, Utah, Washington, and Wyoming—and the western Pacific. All activity is targeted to underserved rural and Indigenous communities with populations of 50,000 or fewer.

RCAC provides a wide range of services for rural and Indigenous communities and community-based organizations. Program areas include affordable housing development, environmental infrastructure development, and community development finance. RCAC also offers leadership and economic development training and technical assistance. With an annual operating budget of more than \$60 million, and more than 240 employees. RCAC is a significant resource to underserved rural and Indigenous communities throughout the West.

About the Board of Directors

RCAC's Board of Directors consists of no less than nine members and no more than 13 at any given time. Board members must live or work in states within RCAC's service area. Board members must be or represent underserved rural residents and/or have the appropriate technical background in RCAC activities. The board strives to keep the ethnic and gender distribution of its members in balance with the population RCAC serves.

Project Purpose and Description

The RCAC Board has done significant pre-work generating ideas and content for RCAC's TOC. This body of work reflects our values, conditions within communities and a commitment to self-determination for the communities we serve. We are determined to leverage RCAC's strengths, challenges, and future goals. The selected consultant will facilitate discussions with RCAC's Board and C-Suite to develop a TOC and update our current Strategic Framework.

The primary goal of the TOC will be to guide our decision making, learning and evaluation of our impact throughout our organization and within the communities we serve. Leveraging a TOC to build an impact logic model and strategic framework will drive and refine our vision, goals, objectives, indicators, activities, and resources, ensuring alignment. RCAC is committed to deepening our intention and commitment to providing culturally appropriate supports alongside Indigenous communities. Our TOC should encompass this commitment and be relevant to the diverse cultures and needs within Indigenous communities across our geographic footprint. This work should incorporate the current knowledge, wisdom, creativity, and commitment to cultural relevancy of the RCAC board and senior staff, while also embedding the need for expansion of alternative approaches and responses to the complexities faced by Indigenous communities.

Timeline

RCAC is committed to completing this process prior to the end of February 2025. The Board will meet in Sacramento, California, November 20-23, 2024, to converse, refine and collaborate. Once a facilitator is selected, they will work with the RCAC CEO to craft a schedule within this timeframe. The proposal submission should indicate the respondents' availability during that timeframe.

Scope of Work

During the initial last quarter of calendar year 2024, the selected company or consultant will review the work already accomplished in RCAC's current strategic plan, develop a plan for completing the TOC with the RCAC Board TOC committee and CEO; identify incomplete or missing areas, hold a comprehensive facilitated strategy session with board and C-Suite to finish the TOC components. The consultant will work with the Board TOC Committee and CEO to craft a draft for the Board to review and finalize. The current strategic plan and pre-work shall be used as a basis for creating the TOC and will serve as a compass for RCAC's direction moving forward. Subsequently the Board will refine and revise the strategic framework outlining our work plan in alignment with the TOC for the next five years.

RCAC is committed to developing a robust and actionable TOC that will guide and improve our efforts supporting rural communities and demonstrate the impact of our work.

Final Deliverables Include:

- A finalized Theory of Change document, including an impact logic model.
- Final report summarizing the process, key findings, and recommendations for implementation and a timeline for revisiting as needed.

Proposal Guidelines

Applications will be accepted until **5 PM, Pacific Standard Time (PST) on September 30, 2024**. Any proposals received after this date and time will be returned to the sender. All proposals must be signed by an official agent or representative of the company or consultant submitting the proposal.

We will accept hard copies via regular mail, hand-delivered to our office, or emailed proposals to cyndi.spencer@rcac.org (preferred), provided a signature is included on the proposal. However, the proposals must be received by **5 PM, Pacific Standard Time (PST) on September 30, 2024**, regardless of submission method.

If the organization submitting a proposal must 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 be all-inclusive to include any outsourced or contracted work. Any proposals which call for outsourcing or contracting work must include a name and description of the organizations being contracted.

All costs must be itemized to include an explanation of all fees and costs, including travel reimbursement. Contract terms and conditions will be negotiated upon selection of the winning bidder for this RFP. All contractual terms and conditions may be subject to review by RCAC's attorney and will include scope, budget, schedule, and other necessary items pertaining to the project.

Response Details

The company or consultant's response will include their approach to the scope of work, a plan to carry out the scope of work, a clear timeline for completing each deliverable, proposed contract fee with detailed hours and tasks, resumes with references of key persons, why consultant is the best consultant for the job, and any other information (s)he believes is important to the RFP response. Please include samples of past work.

1. Team and Organizational Qualifications

1. Must have strong experience leading, facilitating, and developing organizational Theory of Change, writing strategic plans and/or framework and plans.
2. Must have strong experience working with boards and/or communities of diverse experience and cultures.
3. Must have experience in one or more of the following areas:

- a. Nonprofits.
- b. Community Development Financial Institutions.

Questions

Respondents may submit questions concerning the intent of any part of the Request for Proposals by submitting a written request for an interpretation or correction to Cyndi Spencer at cyndi.spencer@rcac.org. RCAC reserves the right to contact any Respondent for clarification after responses are received if such is deemed desirable by RCAC.

Selection Procedure

Submittals and Reservation of Rights

- RCAC reserves the right to award a contract to the firm that presents the best qualifications and whose proposal best accomplishes the desired results at a reasonable cost, as determined by RCAC.
- RCAC reserves the right to reject any or all proposals, or to waive minor irregularities in said proposals, or to negotiate with the successful firm.
- RCAC will notify all proposers whether they are selected for the subject work.
- Upon review, all documents submitted in response to this RFP will become the property of RCAC.

Other Quality Attributes: Please include any other aspects not discussed above that you feel will add value to your proposal.

Thanks for your interest. For more information, you may reach Cyndi Spencer, COO, RCAC, at cyndi.spencer@rcac.org, 916-708-1896.