



RFP for Strategic Planning Services October 2024

Summary

Franciscan Ministries (FM) is seeking a consultant to assist the board and Executive Director in developing a three-to-five-year strategic plan. This plan will ensure that FM's work is aligned with the global strategic vision of the Congregation of the Franciscan Sisters of the Poor and is positioned to continue the rich history and legacy of the organization's work throughout the Cincinnati community.

Our Mission:

Inspired by the Franciscan Sisters of the Poor, FM is a non-profit human service organization that addresses the unmet needs of underserved, vulnerable, and overlooked people. We are a presence of healing, respecting the dignity of each person through a personal approach and diverse services.

Our Work

Franciscan Ministries' programs span diverse subject areas but are always focused on the underserved, vulnerable, and overlooked:

- Tamar's Center provides a safe place for women in crisis while working with them towards empowerment and community. Tamar's connects women with resources and services available to help them find a better path.
- Haircuts from the Heart provides hair care for adults and children in need through its mobile sites and voucher program.
- Tau House offers service experiences for youth and time for reflection in a simple setting.
- Finally, the Community Garden, located on the St. Clare campus, hosts 120 plots of land for local and refugee gardeners. The Garden provides individuals and families a place to cultivate vegetables and flowers and give back to the community through produce donations.

Our Strategic Plan Goals

To ensure that it is most effectively fulfilling the mission and vision of FM and to lay the groundwork for a definitive program plan, the strategic planning process should encompass the following:

- An assessment of the organization's communications, operations, decision-making, and leadership style
- Incorporate change management principles into the organization's strategies and their implementation
- Enable FM to enhance and possibly expand its services to the underserved, vulnerable, and overlooked populations in our community
- Support a case for increased funding from local funders

To accomplish this, the following questions should be considered:

- What has been the organization's mission? Is it the same in the post-COVID world?
- How does the organization see itself? What are FM's roles-- a service provider, advocate, community partner, or other?
- What are the current and emerging needs of the people and communities FM serves?
- Do current operations support the mission effectively and provide stability? Will these operations support the FM in the future and set the stage for growth?
- What changes may be necessary structurally and programmatically to prepare for the future? What are the Board and Executive Director's respective roles in this work?

Timeline

- Approval of RFP at October 28, 2024 board meeting
- Selected vendor to be approved at the January board meeting
- Planning process kick-off in February 2025 to include full-day retreat for board members and a separate ½ day for staff, both sessions facilitated and focused on the same questions
- Work to be completed by August 31, 2025. Expected end products include a strategic plan with measurable goals, an actionable program plan, and an evaluation blueprint with a dashboard

Submissions

- All submissions should be emailed to Holly James at hjames@franciscanministries.org, no later than 5pm EDT, December 13, 2024
- Please include the following in your application:
 - **Approach:** Describe at a high level your consulting and/or facilitation approach to fulfill the RFP scope of services detailed above
 - **Qualifications and experience:** Describe at a high level the qualifications, capabilities, and past and current experience of the individual, team, and/or any subcontractors or other vendors that will be engaged in this work
 - **References:** Include at least two current or past references that can speak to the consultant's and/or subcontractor's experience. Include the name, organization, and contact information.
 - **Budget:** Provide a general cost proposal for carrying out the full scope of services as outlined in this RFP