Request for Proposal (RFP)

For: Development of Business Plan

Issued By: FWCS Foundation

Release Date: June 11, 2025

Pre-Bid Meeting Date: June 16, 2025, 1:30 p.m., Grile Administrative Center, Room 2A, 1200 S. Clinton Street, Fort Wayne, IN 46802

Proposal Due Date: June 25, 2025, 5:00 p.m.

Contact Person: Mitch Sheppard, Jeanne.sheppard@fwcs.k12.in.us

# 1. Introduction

The FWCS Foundation has created is a nonprofit alliance of community agencies and educational institutions dedicated to providing comprehensive, high-quality early learning and family support services to parenting teens, their children, and the economic development community through the creation of a pool of expert early learning practitioners. We are seeking proposals from highly qualified professional services providers to lead the development of a comprehensive business and operating plan for a newly established Early Learning Center located at the corner of Queen and Werling Streets (address pending).

# 2. Background

The Early Learning Center is a collaborative initiative with Head Start and Early Head Start serving as the primary managing partner and permanent resident. Fort Wayne Community Schools (FWCS) – Career & Technical Education (CTE) program for early learning professionals is also a permanent resident.

Other partners include:

* FWCS’ five high schools – who’s students will access high-quality childcare
* ECHO – One-on-one mentoring program for parenting teens offered by Lutheran Social Services
* Healthier Moms and Babies – Provides prenatal care, diapers, formula, and parenting support
* East Allen County Schools – who’s students will access high-quality childcare
* Additional community service providers (as needed)  
    
  The Center’s overarching objectives are:  
  - Keep parenting teens enrolled and progressing toward graduation  
  - Provide high-quality, inclusive early learning experiences  
  - Improve early screening and intervention rates for children of teen parents

- Serve as a model for innovation and inclusiveness for teens with special needs seeking one of serval career pathways present in an early learning center  
- Expand the early childhood workforce from 15 to 60 graduates per year  
- Foster neighborhood revitalization and collaboration  
- Operate sustainably without relying on local tax dollars or philanthropic funding streams

# 3. Scope of Work

The selected contractor will lead a facilitated, inclusive process to produce a business and operational plan that includes but is not limited to:

Key Components:  
- Shared goals for the facility  
- Governance and leadership framework

-Inter-agency collaboration  
- Site and asset management plan  
- Shared resource agreements  
- Space allocation and scheduling  
- Service delivery model and hours of operation  
- Terms of service for facility partners and clients  
- Menu of services provided by partner organization  
- Internal communications and public messaging strategy  
- Conflict resolution protocols  
- Sustainable financial model, as evidenced by a fully executed MOU with/for each partner agency

# 4. Proposal Requirements

Qualified applicants must submit a written proposal including the following elements:

A. Provider Qualifications and Relevant Experience  
- Overview of the firm/individual’s background  
- Examples of similar work with multi-agency facilities, nonprofit coalitions, or early childhood programs  
- Experience in strategic planning, business model development, and stakeholder engagement

- References from prior clients; local clients preferred

B. Methodology and Approach  
- Description of your proposed approach, including facilitation strategies, partner engagement, and conflict resolution  
- Tools, templates, or processes you will use  
- Considerations for aligning diverse stakeholder interests  
  
C. Timeline and Benchmarks  
- Estimated time frame for plan development – please be advised that this is a less than 60-day desired outcome.  
- Key milestones and deliverables (e.g., kickoff meeting, drafts, stakeholder check-ins, final report)  
  
D. Budget and Pricing  
- Total cost  
- Itemized pricing by activity or deliverable  
- Payment terms and invoicing schedule

# 5. Evaluation Criteria

Proposals will be evaluated using the following scoring rubric:

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| |  |  |  |  | | --- | --- | --- | --- | | **Criterion** | **Rank** | **Rate 1 - 10** | **Score** | | Relevant Experience and Qualifications | 3 |  |  | | Quality and Feasibility of Methodology | 2 |  |  | | Understanding of the Project Scope | 3 |  |  | | Clarity and Realism of Timeline | 2 |  |  | | Cost and Value for Services Provided | 1 |  |  | | Commitment to Inclusive and Collaborative Process | 3 |  |  | | **Total** |  |  |  | |

# 6. Submission Instructions

Proposals must be submitted by June 20, 2025, 5:00 p.m. in PDF format to:  
Mitch Sheppard, Jeanne.shepprd@fwcs.k12.in.us  
  
Please include “Business Plan RFP Submission – [Your Organization Name]” in the subject line.

# 7. Questions

Submit any questions by June 17, 2025, 5:00 p.m. to Jeanne.sheppard@fwcs.k12.in.us. Responses will be shared with all interested parties.

# 8. Timeline Overview

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| Milestone | Date |
| RFP Released | June 11, 2025 |
| Pre-Bid Meeting  Questions Due | June 16, 2025 1:30 p.m.  June 23, 2025 12:00 p.m. |
| Proposal Deadline | June 25, 2025 5:00 p.m. |
| Selection Notification | July 11, 2025 |
| Anticipated Project Start | July 14, 2025 |
| Project Completion Target | August 21, 2025 |