



Request for Proposal: Feasibility Study

Date: September 17, 2026

Contact: Jason Smith, Executive Director
Ohio Association of Community Action Agencies
jason@oacaa.org

Respond By: October 9, 2026 at 5:00 PM ET

Re: Feasibility Study exploring shared services and fee-for-service opportunities

1. Overview

The Ohio Association of Community Action Agencies (OACAA) is the statewide membership association representing Ohio's Community Action Agencies, which collectively serve all 88 counties. OACAA provides advocacy, training, technical assistance, member services, network coordination, and capacity-building support.

OACAA is seeking proposals from qualified consultants to conduct a feasibility study exploring shared services, collaborative service arrangements, and potential fee-for-service opportunities that could strengthen operational capacity across Ohio's Community Action Network.

2. Project Purpose

Feedback from member agencies has identified growing interest in alternative approaches to administrative and operational functions, particularly fiscal and financial services, human resources, and information technology. The study should give focused attention to these areas while allowing other opportunities to emerge through research and stakeholder engagement.

The study should evaluate opportunities to improve capacity, service quality, efficiency, and cost effectiveness; assess member demand and readiness; identify existing expertise within the Network; and determine the most appropriate delivery models for promising opportunities.

OACAA does not presume that OACAA itself should provide these services. Potential models may include OACAA-operated services, CAA-to-CAA contractual or fee-for-service arrangements, regional or multi-agency shared staffing, third-party vendor arrangements, cooperative purchasing, or hybrid approaches.

3. Scope of Work

The consultant will conduct research, stakeholder engagement, financial and operational analysis, and develop practical recommendations.

Environmental Scan and Benchmarking

- Review shared-service and fee-for-service models used by Community Action networks, nonprofit associations, governmental entities, and other relevant multi-organization systems.
- Identify successful models, lessons learned, and approaches that may be applicable to Ohio's Community Action Network.

Stakeholder Engagement and Demand Assessment

- Engage OACAA leadership, staff, Board members, and a representative cross-section of member agencies reflecting differences in agency size, geography, organizational capacity, and available administrative resources.
- Assess differences in agency capacity and available resources, including the needs of smaller and rural agencies that may have limited administrative staffing or lack dedicated HR, IT, fiscal, development, communications, or other specialized personnel.
- Identify operational challenges, service gaps, duplication, and functions agencies may be willing to share, outsource, purchase, or provide to other agencies.
- Assess actual demand, willingness to participate or pay, organizational readiness, and barriers to implementation.

Priority Opportunity Analysis

The study should give particular attention to:

- Fiscal and financial services, including accounting, payroll, grant accounting, financial reporting, CFO/controller support, audit preparation, procurement, and related functions.
- Human resources, including HR administration, recruitment, benefits, compensation, employment compliance, personnel policies, and related support.
- Public relations, social media management, crisis response, program marketing, and other external communications efforts.
- Information technology, including help desk services, cybersecurity, systems administration, technology procurement, data security, and related support.
- Other promising shared-service or fee-for-service opportunities identified through the study.

Delivery Model, Financial, and Operational Analysis

- Evaluate the most appropriate delivery structure for high-potential opportunities, including OACAA-operated, CAA-to-CAA, regional/shared staffing, third-party, cooperative, and hybrid models.

- Evaluate whether proposed models are affordable, accessible, practical, and scalable for agencies of varying sizes and capacities, including whether participation would reduce administrative burden or create additional staffing, coordination, technology, or compliance demands for participating agencies.
- Estimate startup and ongoing costs, potential savings or value to agencies, pricing or fee structures, participation levels, scalability, and sustainability.
- Identify significant governance, legal, compliance, technology, staffing, liability, and organizational considerations.

Recommendations and Implementation

- Prioritize opportunities based on demonstrated demand, member benefit, affordability, accessibility, financial feasibility, administrative burden, implementation complexity, risk, scalability, sustainability, and strategic fit across agencies of varying sizes and capacities.
- Identify opportunities that are recommended for implementation, further development or piloting, or not recommended.
- Provide an implementation roadmap for the strongest opportunities, including recommended next steps, potential pilots, resource needs, key decision points, and approximate timelines.

4. Deliverables

The final report should provide OACAA with sufficient information to determine which opportunities, if any, should move forward and what would be required for implementation, and include:

- Comprehensive feasibility study report and executive summary.
- Assessment of member demand and existing Network capacity.
- Analysis of priority shared-service and fee-for-service opportunities and potential delivery models.
- Financial and feasibility analysis for the strongest opportunities.
- Prioritized recommendations and implementation roadmap.
- Presentation of findings and recommendations to OACAA leadership and/or Board.

5. Timeline

The project is expected to be completed within approximately four to six months of contract execution. Respondents should include a proposed work plan with major activities, stakeholder-engagement periods, milestones, and anticipated completion dates.



6. Budget

The total project budget is expected to be under \$25,000. Proposals should include a detailed cost structure and identify any assumptions regarding scope.

7. Desired Consultant Qualifications

- Experience conducting feasibility studies, business modeling, or shared-services analysis.
- Strong financial and operational analysis capabilities.
- Experience with nonprofit, association, public-sector, or multi-organization systems.
- Demonstrated stakeholder-engagement and implementation-planning experience.
- Community Action or comparable human-services experience is preferred but not required.

8. Proposal Requirements

- Consultant or firm overview and relevant experience.
- Proposed approach, methodology, and stakeholder-engagement strategy.
- Project timeline and milestones.
- Detailed cost proposal.
- Examples of comparable work and at least three relevant references.

9. Evaluation Criteria

- Relevant experience and qualifications.
- Understanding of OACAA's objectives and strength of proposed approach.
- Financial and business-analysis capabilities.
- Practicality and implementation orientation of the proposed methodology.
- Cost and overall value.

10. Submission Information

Submission Deadline: Friday, October 9, 2026 at 5:00 PM ET

Submit proposals electronically to:

Jason Smith, Executive Director
Ohio Association of Community Action Agencies
jason@oacaa.org

11. Additional Information

OACAA reserves the right to reject any or all proposals, request additional information or clarification, interview respondents, negotiate modifications to the scope, timeline, or cost, or cancel or modify this solicitation. Issuance of this RFP does not obligate OACAA to award a contract or reimburse respondents for proposal preparation costs.