Request for Proposal (RFP): Technology Platform Strategy
Issue Date: January 30, 2026
Proposal Submission Deadline: February 27, 2026, 5:00 PM EST
Contact: IT RFP Manager (rfp@gsema.org)

I. Organizational Background

Organization Name: Girl Scouts of Eastern Massachusetts (GSEMA)

Mission: To build girls of courage, confidence, and character, who make the world a better place.

Context: GSEMA is a large, high-impact non-profit serving nearly 20,000 girls and 9,000 dedicated adult volunteers across Eastern Massachusetts. Maximizing efficiency is crucial to directing resources toward program delivery. The scale and complexity of managing the **member lifecycle, volunteer screening/training, large program events, retail, properties, human resources, and finances** have strained our current fragmented systems. We are seeking a unified digital infrastructure that reduces the administrative burden on both staff and volunteer leaders.

II. Project Purpose and Goals

GSEMA seeks an experienced and qualified technology consultant or firm to conduct a comprehensive assessment of our current technology systems, including infrastructure, security, core applications, software stack, and related business processes; and provide an actionable roadmap to improve reliability, security, and alignment with our strategic goals. This RFP initiates the Assessment phase of our multi-year strategic roadmap. This foundational work is critical, as it will define the requirements and success metrics for our subsequent phases: Systems Selection (Phase II) and Implementation (Phase III).

The primary goal of the assessment is to **identify, prioritize, and design a simplified, streamlined, and affordable future technology state** that supports our distributed volunteer and staff network, as well as complex member data needs. This includes inventory of all current systems, existing hardware, software licenses, data storage locations, and current policies (e.g., data sharing agreements with vendors and partners, security protocols, user provisioning) as well as benchmarking current system maturity ratings on a scorecard.

Key Objectives:
1. **Consolidation:** Identify redundant software and data silos, recommending a consolidated set of core systems (ideally 3-5 platforms) for all key functions, especially the **Volunteer/Member life cycle, Human Resources, and Accounting, Budgeting and People software. Salesforce-Membership and program**

2. **Efficiency:** Propose integrated workflows and automation opportunities to reduce manual data entry and administrative overhead for staff and, critically, for our volunteer leaders.

3. **Data Integrity:** Design a unified data structure to ensure consistent tracking of youth enrollment, finance and HR performance, membership renewal, volunteer compliance, program outcome and financial health metrics.

4. **Scalability:** Recommend solutions that can cost-effectively scale with our large, fluctuating membership and evolving program needs over the next 3–5 years.

5. **Cost-Effectiveness:** Provide recommendations that minimize licensing fees and implementation costs while leveraging non-profit discounts and minimizing technical debt.

III. Current Technology Landscape and Challenges

GSEMA currently relies on a fragmented system architecture:

Function	Current Technology	Known Pain Points
Membership & Program Management	GSUSA national platform integration, Volunteer Stems 2.0, Campminder, auxiliary program sign-up tools, Opsuite, Camp Minder, VS2, Checkfront, M2 (Fall Product Sales), Smart Cookies and Digital Cookies	Disconnected systems for membership renewal, program registration (camps, events, facilities), and volunteer background checks; significant manual effort required to report membership metrics.
Donor/Fundraising	Grant tracking and reporting, Raiser's Edge, separate spreadsheet for donor contact tracking.	Donor communications are disconnected from giving history; difficult to track specific grant deliverables and major gift cycles across campaigns.
Volunteer Communications	Google Workspace (Email, Drive, Chat), Salesforce Marketing Cloud, multiple external email lists, and various learning management resources.	Communication with distributed volunteer leaders is challenging; training and resource materials are difficult to centralize and update consistently.
Finance/Accounting	Abila MIP, Third party integrations, Concur, Bill.com	Limited ledger drill-down ability, complexity of managing **Troop Dues Council Fees, and Product Sales (Cookie) revenue**

		across different platforms; limited workflow for finance team.

The Core Problem: The central challenge is that the **Volunteer, Member Life-cycles, as well as Financial and People Management tools are segregated and not aligned.** Data is siloed across separate systems for initial enrollment, annual renewal, accounting, volunteer training compliance, budgeting and forecasting, people performance management and program participation, taking long staff hours and hindering our ability to provide a cohesive, supportive experience and accurate reporting.

IV. Scope of Work
The selected consultant or organization will execute a phased technology assessment, which must include the following activities:

Phase 1: Discovery and Needs Analysis

- **Stakeholder Interviews:** Conduct confidential interviews with the CEO and Senior Leadership Team, Program Managers, Accounting Manager, Director of Information Technology, Manager of Web and Database Services, key administrative staff, and a representative sample of **volunteer leaders** (approx. 10-15 people total) to document current workflows and technology pain points.

- **System Audit:** Inventory all existing hardware, software licenses, data storage locations, and current policies (e.g., data sharing agreements with vendors and partners, security protocols, user provisioning).

- **Needs Prioritization:** Document and prioritize organizational needs (functional and technical) based on mission alignment, staff/volunteer input, and budget limitations.

Phase 2: Analysis and Future State Definition

- **Gap Analysis:** Evaluate the current technology stack against the prioritized needs, identifying critical gaps and redundancies, especially where systems overlap in managing member/volunteer/staff/financial data.

- **Solution Identification:** Research and propose 2-3 specific, non-profit-friendly, integrated solutions (e.g., specific ERS/CRM/Membership Management software) that address the goals of consolidation and streamlining. **Preference will be given to solutions with demonstrated success in large, region-based, or council-based organizations.**

- **Future State Roadmap:** Develop a high-level conceptual architecture for the consolidated system, showing how the proposed core platforms will interact and how data will flow (e.g., "CRM handles X, Membership System integrates with Y, they communicate via Z API").

Phase 3: Documentation and Presentation
- Deliver the final deliverables outlined in Section V.

V. Required Deliverables
The successful vendor must provide the following final outputs:

1. **Technology Assessment Report (PDF):** A detailed document summarizing findings, including an inventory of current systems, staff and volunteer pain points, and a comprehensive Gap Analysis.

2. **Prioritized Recommendations:** A clear, itemized list of recommendations categorized by impact (High, Medium, Low) and cost. This list must specifically include recommendations for system consolidation and process automation for high-volume tasks (e.g., program registration).

3. **Future State Technical Architecture:** A visual diagram (e.g., flow chart) illustrating the proposed new technology stack and how the data will flow, be stored, managed, and integrated across recommended systems.

4. **Prioritized Implementation Roadmap and Estimated Budget:** A phased 12-month plan for selection, implementation, training, and migration (to be executed by GSEMA or future partners), including estimated costs for:
   - One-time setup/licensing fees.
   - Annual ongoing licensing fees (at the non-profit rate.)
   - Consultant-estimated labor hours for the potential implementation phase.

VI. Proposal Requirements and Instructions
Vendors should submit a written proposal, not exceeding 15 pages (excluding appendices), following the format below:

1. Vendor Profile and Experience (Max 2 pages)
- Company overview, history, and core competencies.
- Demonstrated experience working with large-scale membership of non-profits or youth development organizations (3 specific case studies or examples required).

2. Project Understanding and Methodology (Max 5 pages)
- A clear statement confirming your understanding of GSEMA's specific challenge regarding **large-scale volunteer and membership data consolidation.**
- A detailed description of your proposed assessment methodology (how you will execute the activities in Section IV).

- Proposed timeline for completing the **Assessment Phase** (from kickoff to final presentation).

3. Team and Staffing
- List of key personnel who will work on the project, including bios and relevant non-profit and membership organization experience.
- Confirmation that the assigned team members have expertise in non-profit data management systems (e.g., CRM, membership management, accounting/financial management, and program tracking).

4. Pricing and Fees
- A **Fixed-Fee Quote** for all services outlined in the Scope of Work (Section IV) and Deliverables (Section V).
- A breakdown of hours or effort by task/phase.
- A list of any expenses (travel, materials) that are *not* included in the fixed fee.

5. References
- Contact information for three client references, preferably from other large non-profits or membership organizations.

VII. Selection Criteria and Timeline/Evaluation Criteria (Weighted)

Criterion	Weight (%)
Alignment with Large Volunteer/Membership-Driven Non-profit Context	30%
Relevant Experience and Past Performance (References)	25%
Proposed Methodology and Project Plan	25%
Fixed-Fee Cost and Value for Money	20%
TOTAL	**100%**

Key Dates (all questions and RFP documents must be submitted to rfp@gsema.org

Activity	Date
RFP Issued	January 30, 2026
Deadline for Vendor Questions	February 18, 2026 5:00 PM EST
Responses to Questions Distributed	February 20, 2026
Proposal Submission Deadline	**February 27, 2026, 5:00 PM EST**
Finalist Interviews (Virtual)	March 9-11, 2026
Selection/Notification	March 16, 2026
Project Kickoff (Target)	March 30, 2026

All proposals must be submitted electronically as a single PDF document to rfp@gsema.org ***by the deadline listed above.***