Request for Proposals: Project Management Contractor for the WIC MIS Modernization Strategy Project

RFP Overview & Key Dates

- **Project Name:** WIC Management Information System (MIS) Modernization Strategy
- **Contractor Role:** Project Management Contractor
- **RFP Release Date:** November 9, 2026
- **Question Submission Deadline:** November 18, 2026 at 5:00 PM EST
- **Proposal Submission Deadline:** November 25, 2026 at 5:00 PM EST
- **Contact for Questions and Submission:** cipwic@nwica.org

Executive Summary & Project Background

The National WIC Association (NWA) is seeking a qualified Independent Contractor to serve as a Project Manager for the WIC Management Information System (MIS) Modernization Strategy Project. This Request for Proposal will support continuity of an active, multi-year project. The selected contractor will join an established project team and rapidly become familiar with existing research and project artifacts.

NWA Overview

NWA is the nonprofit voice of the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) program. WIC is a government program that provides nutrition education, breastfeeding support, referrals to health care and social services, and nutritious foods for qualifying parents, pregnant people, and young children. Through our work, we support more than 12,000 WIC Agencies and the 6.8 million mothers, babies, and young children enrolled in the program. NWA provides education and support to WIC staff and drives program innovation and advocacy.

WIC MIS Modernization Strategy Project Overview

In September 2024, NWA received $14.9 million from the U.S. Department of Agriculture's (USDA) Food and Nutrition Services (FNS), now Food and Nutrition Administration (FNA), via a competitively awarded, one-time, four-year cooperative agreement from USDA FNA to develop and support implementation of a comprehensive strategy for modernizing WIC MIS.

The MIS is the backbone of WIC's administrative, assessment, and reporting functions. The system collects and manages a wide array of data, covering nearly all aspects of the program. MIS components include appointment scheduling, eligibility checks, nutrition assessments, and benefit issuance. The MIS Project Strategy team will develop a strategy to enable modernized MIS, helping WIC Agencies operate more efficiently and sustainably while better serving participants and staff.

The project has four overarching objectives:

1. Assess the current landscape of the WIC MIS
2. Develop a transitional plan for improvements to the current MIS
3. Develop a future State WIC MIS Strategy that includes both a product strategy and market strategy
4. Assist USDA in implementation of the MIS Strategy.

Period of Performance & Contract Structure

- **Duration:** Temporary independent contractor engagement aligned with the federal grant performance period beginning immediately and ending September 30, 2028.
- **Cost structure:** Hourly rate structure to provide 20-25 hours of services per week. Total cost will not exceed $103,000 per contract year.
- **Reporting Structure:** Reports directly to the Director of the Center for Innovative Practices in WIC.
- **Work Location:** Remote work environment, with periodic travel required for NWA workgroup meetings or conferences.

Scope of Work & Key Deliverables

The Project Management Contractor will provide high-level project leadership, technical oversight, and domain expertise. Primary responsibilities and key deliverables include:

- **Subject Matter Expertise & Thought Leadership:** Provide deep WIC operational and MIS technical expertise to inform overall project strategy, governance, and day-to-day decision-making alongside NWA project leadership and project partners.
- **Discovery Research & Analysis:** Support discovery research for the WIC MIS Future-State Strategy. This includes reviewing, disseminating, and analyzing surveys, conducting in-depth interviews, and facilitating focus groups.
- **Deliverable Review:** Collaborate in the development, review, and finalization of the WIC MIS Strategy, technical assistance plans and materials, landscape & capability assessments update plan, implementation plans, and other informal deliverables as needed.
- **Agile Project Management & Technical Oversight:** Oversee contracted technical scrum teams and monitor adherence to project requirements. Review technical deliverables, which may include system requirements, APIs, and data standards, among other items. Track key project milestones and proactively troubleshoot delivery risks.
- **Stakeholder Engagement & Coordination:** Facilitate structured engagement and synthesize feedback across State and local WIC agencies, NWA committees and workgroups, other WIC and analogous program stakeholders, USDA/FNS representatives, and partner organizations.

Contractor Qualifications & Selection Criteria

Proposers must demonstrate the following technical capabilities, domain background, and organizational qualifications:

- **WIC MIS Expertise:** Deep, practical knowledge of WIC MIS operations. State agency-level WIC program experience is highly preferred.
- **Agile & Technology Modernization Experience:** Demonstrated track record managing agile technology modernization projects from concept through completion, including product management, user-centered design, and modern DevOps practices.
- **Technical Review Skills:** Proven ability to evaluate complex technical deliverables such as APIs, system requirements, user stories, and other related deliverables.
- **Federal Grant / Cooperative Agreement Management:** Prior hands-on experience managing federally funded projects or federal cooperative agreements (specific USDA/FNA experience is a plus).
- **Education & Experience:** Master's degree (or equivalent advanced degree) combined with 5+ years of relevant project management experience in public health or civic technology. PMP certification is preferred.

- **Communication & Collaboration:** Exceptional written, verbal, and cross-functional stakeholder facilitation skills.

Geographic Eligibility Requirement

To ensure compliance with programmatic, legal, and operational requirements, NWA will accept proposals only from individuals residing and performing work in the United States. Proposals submitted by individuals located outside the United States will not be considered.

Submission Guidelines & Required Elements

Interested contractors must submit a complete proposal package electronically to **cipwic@nwica.org** by the submission deadline above. Submit the required elements in the order listed below, using a 12-point font.

The proposal narrative must not exceed 10 pages. The cost proposal, resume, references, and conflict-of -interest disclosures are excluded from this limit. Late, incomplete, ineligible, or noncompliant proposals will be rejected.

1. **Statement of Interest and Availability- Maximum 1 page**
   Describe your interest in the engagement, understanding of the project, proposed start date, and availability to provide approximately **20-25 hours of services per week**. Identify capacity constraints or other commitments that could affect delivery.
2. **Technical Approach and Work Plan — Maximum 5 pages**
   Describe your approach to:
   - Providing WIC program and MIS expertise throughout the project;
   - Overseeing assigned technical work and reviewing requirements, user stories, and other technical deliverables;
   - Conducting discovery research, including surveys, interviews, focus groups, and analysis;
   - Engaging State, Local, and Intertribal WIC Agencies and other stakeholders;
   - Coordinating with NWA project leadership, federal program officers, Nava, and other contractors; and
   - Tracking deliverables, identifying risks, and resolving or escalating issues.

   Include a **first-90-day work plan** identifying proposed outputs, milestones, estimated hours, dependencies, and coordination needs. Explain whether the anticipated level of effort is sufficient to complete the proposed work.

3. **Qualifications and Relevant Experience — Maximum 4 pages**
   Describe relevant WIC, MIS modernization, research, federal project, and technology contractor oversight experience. Include **two examples of comparable engagements**, identifying your specific responsibilities, deliverables, results, and lessons applicable to this project. Include brief work excerpts or links to relevant samples, clearly identifying your contribution. Essential evidence must appear in the proposal; reviewers are not required to follow external links.

4. **Cost Proposal — Maximum 2 pages; excluded from narrative limit**
   Provide a budget showing:
   - Proposed personnel, roles, and hourly rates for a total of 20-25 hours per week;
   - Other direct costs, including travel, if applicable;
   - Total proposed cost for each contract year and the full contract period;
   - Proposed milestone payments tied to defined outputs and acceptance; and
   - Pricing assumptions, exclusions, and any anticipated changes in rates.

   The total proposed cost, inclusive of all fees and expenses, must not exceed **$103,000 per contract year**. Estimated hours and rates will support evaluation of the proposed pricing; final payment terms will be established in the executed agreement.

5. **Resume — Maximum 2 pages per proposed individual; excluded from narrative limit**
   Identify the individual who will perform the work and summarize relevant education, qualifications, and experience. If proposing a team, identify each person's responsibilities and allocation of effort.

6. **References — Maximum 1 page; excluded from narrative limit**
   Provide three professional references from relevant employment or client engagements within the past five years. Include each reference's name, organization, email, phone number, relationship to the proposer, and the engagement they can address.

7. **Conflict-of-Interest Disclosure — Maximum 1 page; excluded from narrative limit**
   Disclose any actual or potential conflicts, including relationships with Nava, Code for America, MIS vendors, or other project partners that could affect independent performance. Describe proposed mitigation measures. If there are no known conflicts, state that explicitly.

Question & Answer Period

Questions should be submitted to the Center for Innovative Practices in WIC (CIP-WIC) at **cipwic@nwica.org** by the question submission deadline above. Questions will be answered within two business days via email. NWA will not hold meetings with applicants during the Q&A period. Questions received during the designated Q&A period may be answered in a manner that makes material clarifications available to all prospective proposers.

Selection Criteria & Process

Proposals will be evaluated against a standardized scoring rubric based on the criteria outlined in the table below:

Evaluation Category	Key Considerations	Weight
Understanding of the Project & Strategic Approach	Clarity of statement of interest, demonstrated grasp of WIC MIS modernization goals, and overall vision for the role	20%
WIC MIS & Program Expertise	Depth of direct WIC MIS knowledge and state-level program experience.	25%
Project Management & Technical Oversight	Proven ability in managing agile tech modernization projects and reviewing technical deliverables	25%
Federal Project Experience	Demonstrated track record of successful execution under federal cooperative agreements or federal grant projects.	15%
Cost & Value Alignment	Budget clarity, cost reasonableness, competitive	15%

Evaluation Category	Key Considerations	Weight
	fee structure, and overall value provided to the project.	

The three highest-scoring responsive applicants will be invited to participate in an interview. The interview is intended to clarify and further demonstrate the submitted application. Finalists may not materially change their proposed scope, activities, staffing, budget, or other substantive elements during the interview process.

Each finalist will receive the same standardized interview guidance, required topics, and questions in advance. Each finalist will have a 30-40 minute interview, followed by a 10-15-minute Q&A period. Interviews will be evaluated using a standardized scoring rubric. NWA will add the interview score to the applicant's original application score, and award the contract to the applicant with the highest combined score.

Additional Terms & Compliance

Intellectual Property & Knowledge Transfer

NWA expects project work products developed under the resulting agreement to be available for NWA's continued use and for use by contractors and partners working on NWA's behalf. Contract terms will address ownership of developed intellectual property and appropriate rights to any pre-existing consultant tools, frameworks, code, or other intellectual property incorporated into project deliverables.

The selected consultant must maintain project materials in NWA-approved systems and support orderly knowledge transfer and closeout so that project work can continue without avoidable dependency on proprietary consultant systems.

Contracting & Federal Award Requirements

The selected proposer will be required to execute an agreement with NWA. The agreement will establish the final scope, budget, invoicing and reporting requirements, intellectual property provisions, confidentiality/data requirements, applicable federal award requirements, terms

and conditions, termination requirements, and other terms. NWA's selection of a proposer does not create a binding obligation until an agreement is fully executed.