



Request for Proposal –Nonprofit Planning Consultant

Introduction

The California Association of Food Banks (CAFB) is seeking a qualified consultant or firm (*hereafter referred to as “contractor”*) to serve as a planning consultant to work with rural and remote food banks’ leadership and board of directors to identify strategic goals and opportunities to enhance their capacity to end hunger in their communities. To qualify the contractor should have experience working with rural communities. The contractor would serve as an integral part of CAFB’s Rural and Remote Food Bank Capacity Building Initiative. See initiative description below.

CAFB is a membership association comprised of 41 food banks engaged collectively in the mission to end hunger in California, including 14 food banks that serve largely rural and/or remote counties. The rural and remote members have distinct and separate challenges to overcome in the delivery of food and services to their community as identified in the University of California, Nutrition Policy Institute report, *Needs Assessment of the Rural and Remote Food Bank Members of the California Association of Food Banks*, released in April, 2017. . Read the report’s Executive Summary [here](#). The full report is available [here](#).

Target Audience

The Nutrition Policy Institute (NPI) at the University of California worked with CAFB and its Rural and Remote Committee members from June 2016 to February 2017 to conduct a needs assessment of selected rural and remote food banks in California. The purpose of the assessment was to identify strengths, challenges and priority strategies to increase the food banks’ capacity to better meet the needs of their communities.

The assessment focused on four broad categories: formal organization, organizational capacity, practices, and community need, with multiple indicators for each category.

Research methods included an online survey gathering quantitative data on operations at each food bank and compilation of service area profiles presenting sociodemographic and food-related indicators. Also included were interviews with staff at site visits to the rural and remote food banks.

Despite their common status as “rural and remote,” there is considerable variation in the scale of operations for these food banks, with budgets ranging from \$150,000 to \$1.9 million, staff that numbering from 0 to 23, service areas encompassing one to six counties and significant variations with respect to proximity to urban areas and main highways. Of the food banks, nine are standalone 501(c) (3) nonprofit organizations, five operate under the umbrella of Community Action Agencies (CAA), and one is affiliated with a large, not-for-profit healthcare organization. All food banks except one are Feeding America Partner Distribution Organizations (PDO’s).

However, the rural and remote food banks do face many common challenges, including insufficient funding, particularly for infrastructure and operation costs, challenging logistics for transporting food long distances or to areas not on main routes, low levels of foundation support, limited corporate donor base, and limited access to retail donations to name a few.

Initiative Description

CAFB’s Rural and Remote Food Bank Capacity Building Initiative will focus on three key recommendations from the needs assessment – increasing leadership and board organizational capacity, expanding fundraising efforts, and improving infrastructure and operations in order to significantly increase the amount of nutritious food distributed in rural communities. In the first year (January, 2018 – December, 2018) a qualified contractor in nonprofit planning will be retained to support the participating food banks in the development of a strategic or operational plan to build capacity.

Interested food banks will apply to CAFB for participation in the capacity building initiative. Those food banks will need to demonstrate their commitment to engage in a planning process for the duration of the contract. Below is a list of food banks who will be invited to submit an application. It is estimated that 8-12 of the invited food banks will be selected to participate.

County Served	Food Bank
Amador	Interfaith Council of Amador
Butte, Colusa, Glenn, Plumas, Sierra, Tehama	Community Action Agency of Butte County North State Food Bank
Calaveras	The Resource Connection Food Bank

Humboldt	Food for People, Inc. The Food Bank for Humboldt County
Imperial	Imperial Valley Food Bank
Kings	Kings Community Action Organization
Merced	Merced Food Bank
Mendocino	Mendocino Food and Nutrition Fort Bragg Food Bank
Napa	Community Action Partnership of Napa Valley Food Bank
San Benito	Community Food Bank
Shasta	Shasta Senior Nutrition Programs
Tuolumne, Amador, Mariposa	Amador Tuolumne Community Action Agency Food Bank
Yolo	Yolo Food Bank
Yuba, Sutter	Yuba Sutter Food Bank

Time Frame

Key dates for the Capacity Building Initiative include:

November 17, 2017: Request for proposals released

December 4, 2017 1 -2pm PST: Bidders Information Session via teleconference. Email Terry@cafoodbanks.org for call in information.

December 20, 2017 5pm PST: Proposal submission deadline

January 17, 2018 Contractor Selected

January 31, 2018: Capacity Building Initiative starts

December 31, 2018: Capacity Building Initiative ends

Scope of Work

A. Overview

The *contractor* will facilitate the development of a strategic or operating plan for participating food banks detailing how they will increase food access and the nutritional quality of food distributed to their communities. The plan will address needs in one or more of three core areas of capacity building - increasing leadership and board organizational capacity, expanding fundraising efforts, and improving infrastructure and operations.

B. Activities

1. Food Banks Assessment

- a. The *contractor* shall conduct initial phone interviews with food bank leadership and the board of directors of each participating food bank to determine what needs to be addressed in the planning process.
- b. The *contractor* shall review and analyze food bank profiles, county demographics and other pertinent information to gain an in-depth understanding of participating food banks and the areas they serve.
- c. The *contractor* shall participate in monthly conference calls with CAFB Rural and Remote Committee for guidance and insight on how rural and remote food bank operate.

2. Planning Process

- a. The *contractor* will determine an effective planning process and document for each participating food bank, in conjunction with the food bank's leadership.
- b. The *contractor* will conduct conference calls/webinars to provide detailed support/training on the planning process.

3. Plan Implementation

- a. The *contractor* shall facilitate on-site meetings at participating food banks with key leadership and board of directors to establish a planning committee and timelines for completion of strategic plans.
- b. The *contractor* shall provide coaching and support to food bank directors for effectively working with board of directors in strategic planning through in person calls, conference calls/webinars or on-site visits.
- c. The *contractor* will participate in any rural and remote regional or group convening organized by CAFB staff.

C. Deliverables

- 1. The *contractor* will provide strategic and operational planning training to food bank leadership and board of directors, resulting in 70% of the participating rural and

- remote food banks creating a 1-2 year strategic and/or operational plan to increase food access and the nutritional quality of distributed foods within the contract year.
2. The *contractor* shall provide a brief written analysis at the conclusion of the contract describing the overall strategic process, outcomes and recommendations for future work in this area. The analysis will be included in the final report to the funder.

Specific Deliverables

1. *Coordinate and review all activities with CAFB Member Services Director.*
2. *Have monthly progress calls with CAFB staff and Rural Remote leadership.*
3. *Participate in debrief meeting with CAFB staff and Rural Remote leadership.*

Application Process

Submissions must include the following to be considered:

1. Cover Letter describing the consultant and/or firm's qualifications and experience working with rural communities.
3. Biographies of key staff to the project and a description of their roles
4. Proposed Scope of Work and Timeline to accomplish the work
5. Description of similar projects completed, emphasizing rural communities
6. References from at least three other non-profit clients of the consultant/firm
7. Fee Schedule and Proposed Fee to accomplish the work (*travel expenses will be the responsibility of the contractor*)

Contract Duration: January 31, 2018 – December 31, 2018 (Additions/subtractions may occur.)

Submission Deadline: Wednesday, December 20, 2017 at 5pm PST.

Submissions are to be provided to Terry Garner, in **electronic copy only** at Terry@cafoodbanks.org.

For questions or to RSVP for Bidder Information Session, please contact Terry via email at Terry@cafoodbanks.org.

Who We Are

CAFB is a membership organization of 41 member food banks from throughout the state with a mission to end hunger in California and a commitment to cutting-edge leadership in the anti-hunger community. Our major programs include Farm to Family, which works with growers and packers to provide fresh produce to food banks, statewide programs for food stamp outreach and enrollment and nutrition education, state and federal policy advocacy, and member services such as special projects and technical assistance. CAFB is governed by a Board of Directors elected from among the membership and represents its diverse range of organizations. Daily operations are accomplished by a staff of 25. More information is available by visiting our [website](#).