



Organizational Capacity Building for Healthy Food Resources Grantees Request for Proposals for a Lead Consultant

Background

Through its Healthy Food Resources grantmaking strategy, The Health Trust (THT) has invested \$950,000 in 11 grants to nonprofit organizations to promote policy, land-use and/or system changes to increase access to healthy food resources (HFR). THT defines HFR as community, school, and home gardens, farmers' markets, urban farms, community supported agriculture, and mobile vending. In addition, THT has invited five new proposals through our Creating Healthy Places grantmaking strategy that have a HFR component. Grant decisions for these proposals will be made in February 2012. Together, these two grantmaking strategies represent a multi-tiered strategy to increase the number of residents who have access to healthful, affordable food and to achieve our long term goal of obesity prevention.

THT's Capacity Building Investment in HFR grantees

Many of the Healthy Food Resources grantees are newly formed or are small grassroots organizations. THT wants to support the sustainability of these organizations so there is a greater likelihood that the HFR project goals are achieved and sustained. In addition, THT received a grant from The David and Lucile Packard Foundation to augment the capacity building resources available to HFR grantees. THT will offer this cohort of grantees the following capacity building resources:

- Consultant time to conduct an organizational assessment and develop a prioritized organizational capacity building plan
- Up to \$15,000 of additional grant dollars to eligible grantees for a specific capacity building project
- Group learning and peer exchange opportunities through at least four organizational capacity building workshops

Lead Consultant Project

THT has allocated funding (between \$100,000 - \$135,000) to engage a lead consultant to further design and manage THT's capacity building work with this cohort. The lead consultant will provide consultation to THT, conduct organizational assessments of interested grantees, and coordinate the provision of group and individual capacity building technical assistance to up to 15 grantees. THT seeks proposals from individual consultants or consulting organizations to perform the following scope of work over 22 months from March 1, 2012 to December 31, 2013. Please note that these activities and timeline are included to provide potential lead consultants with a sense of what the project will entail; it is expected that these will be refined in collaboration with the chosen lead consultant.

March 2012

- Refine and finalize project plan timeline, activities, and outcomes.
- Provide basic consultation to grantees about The Health Trust's organizational capacity building program (up to one hour each for up to 15 organizations).
- Identify the grantees that are interested in participating and would like to work with the lead consultant to complete an organizational assessment and prioritized areas for capacity building.

April – June 2012

- Conduct organizational assessments of grantees that express interest in applying for up to \$15,000 of capacity building resources (up to 15 organizations) and prepare a prioritized organizational capacity building plan with each grantee.
- Support Director of Grantmaking in drafting grant application form for a capacity building project.

July – October 2012

- As needed, assist up to 15 grantees in developing scope of work and budget to apply for grant funds for specific capacity building projects, based on organizational assessment priorities.
- Provide consultation to THT and The Packard Foundation to select between eight to 10 grantees to award capacity building resources up to \$15,000 over 12 months.
- Establish evaluation metrics for grantees' capacity building projects.
- Identify a roster of strong consultants that can be matched to identified capacity building projects to share with grantees.

November 2012 – October 2013

- Establish an agenda for, facilitate and/or identify speakers for at least four group learning/peer exchange workshops that respond to common capacity building needs identified through the assessments.
- Coordinate and communicate as needed with HFR evaluator, The Food Trust, and The Health Trust's Director of Planning and Evaluation.
- Provide a summary update at the midpoint to THT and The Packard Foundation with recommendations for course correction.

November – December 2013

- Provide final report to THT documenting progress against agreed upon deliverables, as well as recommendations for THT future investment in organizational capacity building.

Applicant Guidelines

Interested applicants should submit a proposal to The Health Trust at grants@healthtrust.org **by 5pm, Tuesday, January 31, 2012**. We asked that applicants be available for an initial one-hour phone call the week of February 6, 2012 and an in-person interview the week of February 13, 2012. Selection of the lead consultant will be made no later than Friday, February 24, 2012.

Key Qualifications

- Expertise in organizational development, organizational assessment frameworks and tools and evaluation methods for organizational capacity building
- Experience managing capacity building programs and directly providing organizational capacity building assistance to nonprofit organizations
- Knowledge of San Francisco Bay Area consultants who can provide organizational capacity building assistance
- Knowledge of Silicon Valley nonprofits and/or food access issues preferred but not required

Please respond to the following questions in a document not to exceed four pages.

1. Briefly describe your consulting firm's background, expertise and services.
2. Describe your experience designing and managing organizational capacity building programs
3. Describe your experience directly providing organizational capacity building technical assistance. Provide two recent examples of organizational capacity building projects on which you were the principle contributor and the key deliverables and outcomes.
4. Describe your experience completing organizational assessments and identifying capacity building priorities. Are there specific organizational assessment tools and/or capacity building frameworks you utilize?
5. Describe your experience and approach working with grantmaking institutions and their grantees.
6. Describe your approach to providing technical assistance with nonprofits and government agencies and small grassroots organizations in particular.
7. Explain your familiarity/experience with food access issues and/or Silicon Valley nonprofits.
8. Please provide a brief one paragraph biography and role for each of the key staff to be assigned to this project. Identify who will be the main liaison with The Health Trust and its grantees.

Please provide a project budget that includes the rates and hours associated with your consulting services.