

## **Request for Proposals for Strategic Planning Consultant**

### *Overview*

The Community Food Security Coalition (CFSC) is requesting bids for a contract to work part-time with the organization over approximately 9 months (May, 2008- January 2009) to develop a four-year Strategic Plan. The previous Strategic Plan was for the period 2002-2005. The new Strategic Plan should build on and integrate the organizational assessment and anti-racism work that CFSC has done over the past two years, both of which resulted in recommendations for specific needs and activities. CFSC wants the process of developing the new Strategic Plan to involve participation of Board, staff, and representatives of committees and the membership-at-large.

### *Description of CFSC*

CFSC is a national alliance of over 250 organizations founded in 1994 to bring together disparate constituencies engaged in food and farming activities. Its mission is:

The Community Food Security Coalition is a national coalition of diverse people and organizations working from the local to international levels to build community food security. We are committed to creating equitable, healthful, sustainable, self-reliant and community-based food systems through policy advocacy, education, research and organizing.

CFSC currently operates programs in federal policy advocacy; farm to school; technical assistance provision on program evaluation, food policy councils, and healthy corner stores; an annual conference, and hosts a California food systems coalition.

CFSC has grown dramatically in the past six years, going from a budget of \$150,000 with one full time staff to a \$1.5 million budget with 11 staff. As a result of this growth, the organization is going through a transition to institutionalize its processes, including reassessing staff structure, the respective roles of Board and staff, and programmatic priorities. In addition, key long-standing Boardmembers have been "termed out" resulting in an influx of an unusually high number of new Board members.

Over the past three years, at the behest of the membership, CFSC has undertaken a process to become more inclusive, and to examine structural racism within the food system. This process led to the creation of a dismantling racism plan, which was combined with a parallel organizational assessment in 2007.

## *Description of Tasks to be Completed by the Consultant*

- Work with the strategic planning committee to plan the strategic planning process.
- Organize and facilitate a Strategic Planning meeting with the Board, staff, and SP committee in July, 2008 (dates and location to be confirmed).
- Work with subcommittees of the SP committee and other Board, staff and members to generate a written strategic plan. It is expected that this process will include various iterations, which will be vetted by Board, staff, and Strategic Planning Committee at certain intervals. The consultant will not be expected to draft the entire plan, but to provide guidance and coaching, identify best practices, help resolve conflicts, and keep the process moving forward. The final writing responsibilities of the consultant will be negotiated.
- Set up a process for soliciting member feedback to the Plan.
- Facilitate a half to full day meeting in Philadelphia on October 4 or 5, 2008 to move the strategic plan forward.
- Present as complete a draft of the strategic plan as possible at the CFSC Annual Meeting on October 7, 2008 in Philadelphia.
- Process member feedback and revise the strategic plan as needed.
- Coordinate the delivery of the final written strategic plan to the Board for approval by January 31, 2009.

## *Anticipated Outline for the Strategic Plan*

### **I. CFSC's identity**

- CFSC's organizational niche and whom we are targeting.
- Mission/ vision / values statement
- Statement of how CFSC operates- our principles

### **II. What we will do**

- Goals, objectives, and activities and benchmarks for our work in the next 4 years (including broad-brush description of new programs we'd like to create)

### **III. How we will do it**

- Board/staff roles
- Staffing needs and priorities, staff structure, consideration of geographic location of staff and office(s)
- Decision making protocols
- How anti-racism work gets integrated into CFSC's activities
- Role of membership in coalition, including membership benefits, privileges, and obligations
- Role of membership committees
- Board development plan
- Fund-raising plan

### ***Qualifications of Consultants***

- At least 5 years of experience working with national-scale NGO clients involved in progressive social and environmental issues
- Be registered as part of the “College of Consultants” with Kellogg Action Lab through Fieldstone Alliance, or willing to register ( for more information: visit <http://www.kelloggactionlab.org/>)
- Demonstrated success and effectiveness in organizational assessment and strategic planning
- Expertise in board transitions and organizational restructuring
- Expertise in conflict resolution
- Expertise in meeting facilitation (large and small meetings)
- Basic understanding of food security and agriculture in the US, based on training or interaction with former clients
- Clear and integrated analysis of racism and its impact on non-profit organizational development
- Ability to travel to meetings in July and October
- Excellent oral and written communication skills

### ***How to Submit a Bid***

Interested persons should submit the following, no later than April 30, to: Andy Fisher, CFSC, PO Box 209, Venice CA 90294, fax: 310-822-1440, e-mail [andy@foodsecurity.org](mailto:andy@foodsecurity.org). Call 310-822-5410 or e-mail with any questions.

- A proposal describing the qualifications of the consultants to be involved, and how the work outlined above would be carried out.
- A firm estimate of fees to be charged, and an estimate of expenses that would be incurred.
- Resumes of all consultants to be involved in the project
- Names, phone numbers, and e-mail addresses for three references from previous strategic planning work with non-profits
- Whether the consultants are part of Kellogg Action Lab’s College of Consultants or willingness to apply.