



Request for Proposal

Strategic Planning Process and Facilitation

Project Summary

Foodlink is seeking a consultant to guide and facilitate a strategic planning process that will define the organization's direction for the next three to five years. The successful consultant will design a process that is inclusive of board, staff and the diverse range of stakeholders that comprise the Foodlink community.

The current Foodlink Strategic Plan was developed as a three to five year plan and approved by the Board of Directors in 2013. On July 1, 2017, we began our fifth and final year under the current Strategic Plan. All department plans and goals tie back to the current Strategic Plan and directors are held accountable for the progress made in each area. The annual progress report issued in 2016 indicated Foodlink had met or exceeded 93% of our 45 objectives to date.

The new strategic planning process is expected to take 6-8 months, beginning September 2017.

Organizational Overview

Foodlink's mission is to end hunger and leverage the power of food to build a healthier community.

Founded in 1978, Foodlink is the regional food hub and the Feeding America food bank serving 7000 square miles in the Finger Lakes region (including Allegany, Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming, and Yates Counties). We provide emergency food relief through the distribution of food and resources to a network of 500+ community partners (human service agencies and other not-for-profit institutions), and through the preparation/delivery of more than 1 million meals per year to children in the city of Rochester.

Foodlink acknowledges that traditional food banking—and charity, alone—will never end hunger; which is why we seek to address the root causes of hunger through the delivery of more than 30 innovative, food-related programs. In addition to emergency food relief, we aim to build a healthier community by promoting the availability and consumption of healthy foods through social enterprise, and to foster economic development through significant investments in the regional agricultural industry and a one-of-a-kind workforce development program. We believe that food is the cornerstone of community development and that it plays a unique role in driving business growth, reducing poverty, improving educational and health outcomes, and fostering economic mobility for the underserved in our region. In fiscal year 2017, Foodlink distributed over 17 million pounds of food – including 5 million pounds of fresh produce, offered more than 200 nutrition education courses, and created new dozens of new access points for healthy foods in underserved communities.

Foodlink has a 17 member Board of Directors and a staff of 86 FTE. More than 16,000 volunteers offer their time and talent to Foodlink each year.

Recent Capital Project

In December 2016, Foodlink completed a \$5M fundraising campaign to relocate and expand our Community Kitchen, which now occupies 28,000 sq. ft. behind our distribution center on Mt. Read Boulevard. The kitchen

had outgrown its former 8,000 sq ft. space, and relocation fulfilled one of the organization's key strategic goals to house all Foodlink programs under one roof.

The Kitchen will provide increased capacity in three critical program areas:

- (1) provide more fresh and nutritious meals daily to low-income children
- (2) provide holistic culinary job training to individuals with barriers to employment;
- (3) process local agricultural products to facilitate increased consumption of NYS produce in underserved institutions.

The new Community Kitchen offers enormous Foodlink growth opportunities and should be considered a significant factor in the strategic planning process.

Objectives

The primary objective of this project is to assist Foodlink in producing a comprehensive three-year strategic plan that will:

- Describe Foodlink's current conditions and operating environment (assessment of current program offerings and business model, stakeholder feedback, organizational strengths and challenges);
- Clearly identify Foodlink's desired impact for the next three years;
- Clearly outline organizational objectives in all key program areas that will help to achieve the desired impact;
- Outline indicators of success to track progress on the objectives;
- Articulate Foodlink's strengths and how it can strategically apply them to achieve the objectives and desired impact;
- Identify strategic directions and partnerships, and tools that will assist in assessing future opportunities;
- Identify the organizational capacity (at both the Board and staff level) that is required to successfully implement the chosen strategies and objectives; and identify strategic ways to generate the revenue needed to meet the objectives

Scope of Work

Key areas of work with approximate timelines are as follows:

- September – November 2017: Conduct strategic assessment of all program areas, including interviews with key stakeholders (staff, board members, partners, donors, program participants, volunteers)
- November – December 2017: Create a summary of the strategic review for discussion by the Board of Directors that identifies and outlines key questions to be addressed by the organization
- January – February 2018: Design facilitated strategic planning meeting (s) for the board, staff and stakeholders to discuss the key questions, aiming for consensus results
- March –April 2018: In collaboration with staff, synthesize the discuss into a three-five year strategic planning document for Foodlink, for review and approval by the Board of Directors

Submission Details

The successful bidder will have substantial strategic planning experience and will have worked extensively with boards of directors and staff members of mid-sized non-profit organizations. The following information should be included with all proposals:

1. Name and contact information and the names of any other participating consultant(s);
2. Workplan that includes methodology, timeline, and deliverables for the project;
3. Statement of qualifications to undertake this initiative;
4. Summary of similar work conducted, highlighting specific accomplishments;
5. A narrative description of the proposed process, activities and approach;
6. Timeline for the work;

7. Fee & budget (identifying anticipated expenses in addition to fees);
8. Three business references;
9. Copy of current resume(s).

Please submit proposals by COB, Thursday, August 24, 2017 to:

Foodlink
Attn: Julia Tedesco
1999 Mt. Read Boulevard
Rochester, NY 14615
julia@foodlinkny.org

Questions: Contact Heather Newton at hnewton@foodlinkny.org

Terms and Conditions

Once received, all proposals become property of Foodlink. Foodlink is free to make duplicate copies of proposals for evaluation purposes.

Foodlink reserves the right to accept or reject any and all proposals. Award of contract is subject to availability of funds for this project.

All deliverables and any supplementary documents, both hard copy and electronic, become property of Foodlink.