

November 1, 2023

REQUEST FOR PROPOSAL: STRATEGIC PLANNING CONSULTING SERVICES

We are pleased to invite your firm to submit a proposal to provide strategic planning consulting services for Daily Bread Food Bank. Daily Bread Food Bank's mission is to collaborate with all to eliminate food insecurity, and advocate for solutions to end poverty. As we continue to grow and adapt to the evolving landscape of social services and food distribution, we recognize the need for a comprehensive strategic plan to guide our future efforts.

Background Information

Daily Bread Food Bank has been serving our community for 40 years and has made significant strides meeting current emergency food relief needs in the City. The organization has grown rapidly to meet the need in the City. The need has quadrupled since the pandemic, and as such the food distributed and funds raised have matched. In 2022-23 the organization responded to 2.5 million visits up 63% from the year prior. At the same time the organization has invested additional resources into its advocacy program and comprehensive media relations efforts in an effort to reverse systemic causes of food insecurity.

As we strive to make a greater impact, it has become essential for us to engage the services of a qualified consulting firm to assist in the development of a strategic plan that aligns with our mission and supports our growth objectives.

Our Values:

The values of the organization have driven each decision. They are important to every member of the team. However, within this engagement we are comfortable having a conversation about refinement of each of the Vision Mission and Values.

Rights Based: We collaborate with all to eliminate food insecurity, and advocate for solutions to end poverty.

Equitable: We embrace diversity of thought and actions and prioritize the voices of those affected by poverty.

Creative: We continuously pursue new and refined solutions to serve the needs of our communities.

Evidence Based: Our actions are informed by evidence and form impactful solutions.

Accountable: Commitments we make are commitments we keep.

Current Strategic Plan

From 2021-2024 the organization worked to achieve 6 goals and was successful in each.

1. By 2024, all clients will have access to 3 days of food per weekly visit (up from 2.7), based on redesigned offerings that are guided by client preferences and feature fresh, nutritious food.

Achieved.

2. Daily Bread will harness the collective power of our community to create a city where each and every person can afford the food they need.

The organization has increased its public awareness, media relations and government relations activities. It has harnessed volunteers and donors within its advocacy efforts to an extent never achieved before. However, food insecurity continues to grow within the City.

3. By 2024, Daily Bread will improve the client, agency, and employee experience, and generate business intelligence by modernizing the supply chain from food forecasting to client delivery.

Significant strides have been met in order to have line of sight on each of the stages of our supply chain management program.

4. Daily Bread will enable the resiliency and growth of our network with targeted investments around capacity, service supports, and partnerships.

The organization has invested resources in order to develop a network evaluation tool, the first of its kind in Canada. This allows greater insight into the capacity and bandwidth of the organization's network. Further this follows deep dives into network nutrition, and grass roots organizational capacity development.

5. Daily Bread will be the place that passionate, diverse, and values-driven people join, and stay, to enact change.

The organization has grown from 40 employees to 110 over the last 6 years. There have been few voluntary turn-overs in recent years despite the pressures of growth. Recently the organization has been named one of Canada's Top Cultures, and 50 Best Places to work.

6. By 2024, Daily Bread will activate donors, corporations, fundraising events, and volunteers to raise \$20M annually and enough food donations to meet our annual food goals.

The organization has consistently exceeded this target in the last two years of the strategic plan with revenues of \$30.8m in 2022-23 and \$24.6m the year prior.

Scope of Work

The selected consulting firm will be responsible for the following tasks:

1. Conduct an **analysis** of Daily Bread Food Bank's current operations, mission alignment, resource development and allocations, as well as an external environment analysis.
2. **Facilitate** strategic planning sessions with our board, staff, volunteers, agencies and key stakeholders to review and rework our vision, mission, and values.
3. **Develop** a multi-year (3) strategic plan that includes clear goals, objectives, strategies, and measurable outcomes. The successful consulting firm will provide both a comprehensive document for use of the organization as well as a summary document primarily for external purposes.
4. Create an implementation timeline and a **monitoring** and evaluation framework post plan adoption.

Submission Requirements

Your proposal should include the following elements:

Firm Information: A brief description of your consulting firm, including your history, experience in strategic planning for nonprofit organizations, and references. Firms should articulate their experience working with equity seeking groups.

Approach and Methodology: An outline of your proposed approach, methodology, and the tools or models you intend to use in the strategic planning process.

Project Timeline: A detailed project timeline with key milestones and deliverables noting the required completion date below.

Budget: A comprehensive budget for your consulting services. For all meetings Daily Bread will be responsible for all space, logistics, honourariums, catering and supplies.

References: A list of 2 references (Contact information only required) from nonprofit organizations for whom you have provided strategic planning services.

Selection Criteria

Proposals will be evaluated by:

- 1 or 2 Members of the Board
- 1 or 2 Members of the Leadership Team
- 1 or 2 Members of Staff outside of the Leadership team

The evaluation will generally be based on the following criteria:

- Experience and expertise in nonprofit strategic planning
- Quality and comprehensiveness of the proposed approach and methodology.
- Demonstrated understanding of the unique challenges faced by food banks.
- Demonstrated ability to facilitate conversations with members of the community and in particular equity seeking communities.
- Cost-effectiveness and budget considerations.
- Proven ability to meet deadlines and deliver results.

Time Line/Important Dates

Release of RFP: October 27, 2023

Deadline for Proposal Submission: December 1, 2023

Proposal Evaluation (Internal): December 1, – Dec 8, 2023

Firms Selected for an interview must be available on December 11 in the afternoon.

Contract Award: January 4, 2024

Board Retreat: Morning of either of March 30 or April 1, 2024

Final Submission/Project Completion: April 15, 2024

Contact and Submission Information

For questions or clarifications, and submission:

Neil Hetherington

CEO, Daily Bread Food Bank

neil@dailybread.ca

Additional Information:

Interested parties may request a full background package including:

- 1) 2022-2023 Impact Report
- 2) 2021-2024 Strategic Plan
- 3) 2023-2024 Business Plan
- 4) Organization and Accountability Chart

5) 2021-2024 Rights Based Implementation Strategy

All financial statements of the organization are available on our website as are our research reports which will provide significant background as to our advocacy work.

Parties interested in receiving any of the information above, or in arranging a tour of Daily Bread may contact: Irina Khmelnikova, ikhmelnikova@dailybread.ca

We look forward to receiving your proposal and working with a consulting firm that shares our commitment to ending hunger and food insecurity in our community.

Sincerely,

Neil Hetherington
CEO, Daily Bread Food Bank