

Request for Qualifications for Capacity Building Initiative Service Providers

www.chesapeakebaytrust.org / 410-974-2941

AT A GLANCE

The Capacity Building Initiative (CBI) will strengthen the organizational capacity and effectiveness of watershed organizations and Riverkeepers in the Chesapeake Bay watershed by providing grants and technical assistance. The CBI will also establish a new network of watershed organizations to facilitate the sharing of experiences and best practices, and to promote collaboration among watershed organizations.

Application Deadline:
April 13, 2007

Thanks to our funding partners:
Chesapeake Bay Trust
The Keith Campbell Foundation
The Morris and Gwendolyn Cafritz Foundation
Rauch Foundation
Town Creek Foundation

Submit your application to:
Email: Jamie Baxter at
jbaxter@cbtrust.org
No hard copies or faxes, please!



www.bayplate.org

I. Purpose of the Request for Qualifications

The Chesapeake Bay Fundors Network (CBFN) seeks qualified contractors to provide organizational development/capacity building and technical assistance services that increase the capacity of small to medium sized watershed organizations (approx. budget = \$50K - \$1M, 0-8 FTEs) to accomplish their mission to protect and restore local watersheds and ultimately the Chesapeake Bay. Through the CBFN funded Capacity Building Initiative (CBI), assistance will be provided to 37 groups through various combinations of group training sessions and workshops, individualized coaching, peer to peer mentoring, and/or direct technical assistance. The Chesapeake Bay Trust (CBT) is a member of the Chesapeake Bay Fundors Network and is acting as the program coordinator and fiscal agent for the Capacity Building Initiative.

RFQ's submitted will be evaluated based on the selection criteria and a short list of preferred providers will be selected based on the specific qualifications and experience of the provider. Watershed organizations receiving grant funds from the Chesapeake Bay Fundors Network will be strongly encouraged to use the preferred providers when contracting capacity building or technical assistance.

Preferred service providers will contract directly with the CBFN as well as with participating watershed groups in the Capacity Building Initiative. The CBFN anticipates hiring service providers directly to develop and implement trainings, workshops or one-on-one coaching as warranted based on specific needs of the organizations engaged in Capacity Building Initiative. Participating watershed groups will also receive financial support from the CBFN to contract services that will address needs specifically identified in their organizational assessments. Exact timeframes and deployment of services cannot be predicted at this time. However, the CBFN anticipates engaging service providers in contracts as early as June 2007. In addition, watershed organizations and the CBFN will contract with service providers throughout the 3 year duration of the Initiative. Approximately \$300,000 is available from the CBFN and its watershed organization grantees for a range of capacity building assistance to be provided by the service providers.

Providers who feel they are not qualified as of this RFQ release will be invited to apply in year two and three of the CBI. There is not a rolling application process.

This RFQ outlines the general needs of the watershed organizations and provides an overview of the Capacity Building Initiative. Information on how to submit a proposal is included below. Nonprofit organizations and for profit companies may apply. **The deadline to submit a proposal to the Chesapeake Bay Trust for this RFP is 5:00 p.m., Friday, April 13, 2007.** Proposals must be submitted via email to jbaxter@cbtrust.org. Visit www.chesapeakebaytrust.org to download a copy of the RFQ.

II. Description of Services Sought - Organizational Capacity Needs for Watershed Organizations

Even though the capacity building challenges for each watershed group is uniquely different, several universal needs will be addressed through CBI service providers. This proposal seeks services to address organizational capacity and technical assistance needs the areas of organizational development, planning and evaluation, finance and fundraising, communications and technology:

Specific examples include:

1. Culture change, change management, succession planning
2. Strategic planning
3. Volunteer and membership recruitment and retention
4. Information and technology
5. Media outreach and communications
6. Board and staff development
7. Leadership development
8. Fundraising - grant writing, major donor solicitation and events
9. Financial management
10. Time/project management
11. Program evaluation
12. Watershed planning, rapid resource assessment, restoration targeting

This is not an exhaustive list. Applicants are encouraged to suggest other areas of skill building in the area of organizational capacity and technical assistance for small watershed organizations. Technical assistance should be focused on providing watershed organizations with the foundation of knowledge needed to strategically align programs and resources for maximum return on investment.

III. Qualifications Format

Required Information and Format- Your proposal will include the following information for all companies and consultants to be considered:

1. *Contact Information* – You must submit the Primary Contact Person, Company Name, Address, Phone, E-mail, Website and Federal ID# (if applicable.)
2. *Business profile* – You must include a brief profile of your business with information about company history, expertise and number of years in business.
3. *Narrative* – Each applicant should address the following in a 1-2 page narrative.
 - a. Define your organization's philosophy on capacity building.
 - b. Describe your company's previous/current experience with capacity building with small – medium sized nonprofit organizations as well as your experience in the MD/VA/Washington DC area
 - c. Describe your experience collaborating with other service providers to deliver services to targeted audiences.
 - d. Describe your experience with watershed/environmental organizations, especially if it is capacity-building related
 - e. Describe the size/type of organizations you typically work with as well the number of groups you contract annually.

- f. Describe your preferred training or consulting style
 - g. Describe your availability and flexibility in scheduling
4. *Response to Service Providers Requirements* – Using the format provided in *Table 1- Capacity Building Service Requirements*, describe the types of organizational capacity services that you offer and explain how you plan to provide services for CBI organizations. Be sure to describe the resources, publications, or other aids that will be provided to watershed organizations through your organization’s capacity building services.
 5. *Method of Evaluation* - Describe your experience evaluating the effectiveness of the services you provide. Service providers will participate in semi-annual meetings to discuss progress and lessons learned regarding assistance provided to the organizations in the CBI. (*up to 6 hours anticipated*)
 6. *Estimated Budget* – In Table 1 include an estimate of the program/service fees for each of the services you provide (*includes per hour fees and/or total program costs, depending on the nature of your billing.*) This information will be utilized to evaluate the costs and benefits of the services your organizations provide. Preference will be given to those proposals that incorporate a nonprofit discount on the services or some other creative sponsorship opportunity to decrease overall costs. Moreover, expenses, such as travel, equipment, supplies, etc. will be negotiated as project specific contracts are developed.

Please note: For some services, such as strategic planning and/or executive coaching, grantees will be allowed to choose from one or more preferred service providers. If a service provider contacts a watershed group to solicit a contract, the CBFN will not cover these costs associated with the sales call or the negotiations. In turn, if a watershed organization solicits the support of a service provider, the CBFN again will not cover the costs associated with the exploratory call or the negotiations.
 7. *Staff Experience* – You may include a description of qualifications of the key staff working on this project and any special expertise.
 8. *References* – You must include the contact information of three references of clients that have received services as described above. Preference will be given to those who provide watershed/environmental group references.

IV. Qualifications Due Date

Qualifications must be submitted via email no later than 5:00 p.m. on Friday, April 13, 2007.

V. Qualifications Submission Instructions

Email qualifications to Jamie Baxter, jbaxter@cbtrust.org. Submitted qualifications must be in MS Word format with the organization name and date as the file name and follow the outline provided in this RFQ. Table 1 should be provided in the attached MS Excel spreadsheet if at all possible. (eg. ChesBayTrust 4-13-07.doc, ChesBayTrust 4-13-07.exl) To download an electronic copy of this RFQ and the accompanying excel spread sheet with Table 1, visit www.chesapeakebaytrust.org. Hard copy and faxed proposals will NOT be accepted.

VI. Contact Information

Questions about the Capacity Building Initiative and the RFQ should be directed to Jamie Baxter, (410)974-2941 ext. 206 or jbaxter@cbtrust.org.

Table 1: Capacity Building Service Requirements:

Please check the service area(s) in which you wish to be considered. If possible, please complete Table 1 in the excel sheet attached to the RFP. This is also available at www.chesapeakebaytrust.org.

Type of Service	Extent of Expertise High, Medium, Low	Description of Delivery Methods, i.e. group training, one-on-one coaching, on-line modules, etc.	Example/References with Past or Existing Clients	Service Fees/Budget (include expenses as separate cost, if applicable)
Organizational Development				
<input type="checkbox"/> Leadership development	<i>Example: High</i>	<i>Example: Intensive 2 week immersion program that provides participants with... Example activities include... content covered includes...</i>	<i>Example: Nature Valley Conservancy, Jane Smith, Exec. Director, <u>email</u>, phone number</i>	<i>Example: \$1000 per person tuition, (approx. \$500 for travel)</i>
<input type="checkbox"/> Board development				
<input type="checkbox"/> Staff development				
<input type="checkbox"/> Diversity/cultural competency				
<input type="checkbox"/> Culture change, change management, succession planning				
<input type="checkbox"/> other				
Planning and Evaluation				
<input type="checkbox"/> Strategic planning				
<input type="checkbox"/> Program evaluation				
<input type="checkbox"/> Time/project management				
<input type="checkbox"/> other				

Finance and Fundraising				
<input type="checkbox"/> Financial management				
<input type="checkbox"/> Fundraising, grant writing, major donor solicitation, events				
<input type="checkbox"/> Volunteer recruitment and retention				
<input type="checkbox"/> Other				
Communications				
<input type="checkbox"/> Media outreach and communications				
<input type="checkbox"/> Message development				
<input type="checkbox"/> other				
Technical Asst. and Technology Upgrades				
<input type="checkbox"/> Information and technology (Website design, computer skills training, systems, etc.)				
<input type="checkbox"/> Watershed Planning, rapid resource assessment or Restoration targeting				
<input type="checkbox"/> Collaborative process design/implementation				
<input type="checkbox"/> Other				

VII. Selection Process

Each application received will be reviewed and incomplete submissions will be eliminated. Qualifications will be evaluated based on the selection criteria detailed below.

Selection Criteria:

- 1. Knowledge and Track Record:** Service providers must demonstrate expertise and experience in the assistance needs listed above in Table 1. Providers who specialize in one or two assistance areas will be considered but those who can provide a cross section of services dependant on the specific needs of the organizations are preferred. You should describe examples of both customized and “off the shelf” programs that you have delivered. References must validate the examples provided in Table 1.
- 2. Experience with Watershed Groups:** Preference will be given to providers with experience working with small to medium sized, grassroots environmental/watershed protection groups.
- 3. Capacity and Flexibility to Deliver Services:** The Capacity Building Initiative is a 3 year program including nearly 40 organizations plus those who participate in the Watershed Network. Service Providers selected may need to work with multiple organizations and on numerous capacity/technical assistance projects concurrently. In addition, flexibility in how and where services are delivered, the ability to tailor content and delivery methods as well as flexible scheduling will be essential to the success of the program.

VIII. Overview of Capacity Building Initiative

I. Background

Need for Effective Watershed Organizations - Watershed organizations play a vital role in the Chesapeake Bay restoration. Well established organizations have proven themselves leaders in increasing awareness on issues, advocating sound policies, procuring resources for restoration, and implementing restoration and protection programs. There are many other organizations with great potential but that need a short term infusion of capacity building assistance to gain strength and make a greater impact on the health of streams, rivers, and the Bay.

Need for Capacity Building for Watershed Organizations – In surveys recently completed by Chesapeake Bay Funders Network of watershed groups, the dominant needs for capacity building were identified in the areas of fundraising, membership and volunteer recruitment, board development, financial management, media outreach, strategic planning, and organizational sustainability. The goal of the CBFN Capacity Building Initiative seeks to identify the capacity building needs of pre-selected watershed organizations and provide them with resources for strategic planning and training and other opportunities for organizational growth.

Goals and Methodology of the CBI Program - The CBI is a three year, comprehensive program that provides support through grants, one-on-one training, networking, and tailored technical assistance to increase operational and programmatic effectiveness of watershed organizations and Riverkeepers. The Capacity Building Initiative will also include the establishment of a new network of watershed organizations called the Watershed Network.

Method of Selecting Participants and Determining Capacity Building Needs - Watershed organizations located within the Chesapeake Bay watershed portion of Maryland, Washington DC, and Virginia portion have been targeted to participate. Watershed organizations applied for capacity building support through a RFP process designed to identify an organization’s readiness and willingness to grow to a new level. Applicants are divided into three categories – Tier I, Tier II, and Tier III – based on their readiness. The

category will help determine the general award amount for financial support and the degree of training and resources provided by the program. Specific awards will be based on organizational assessments and recommendations.

1. Tier I Watershed Organizations - Top organizations will complete an in-depth third party assessment to fully determine their organizational needs. Using the data from the assessment and proposal, groups will be awarded grants for up to \$75,000 for general operating and organizational capacity support. In addition, Tier I groups will receive one-one-one assistance, group training opportunities, and other technical support from service providers customized for their organizational development needs contracted through the CBFN. The results of this assessment will be available to service providers to aid in program design.
2. Tier II Watershed Organizations - Watershed organizations that have at least one full time staff person and demonstrate a real potential for growth, but are just beginning to establish effective programs will be selected for Tier II. Smaller grants of up to \$15,000 and group training opportunities to address their specific needs will be available.
3. Tier III Watershed Organizations – Watershed organizations that are fully voluntary or are newly forming nonprofits are considered Tier III. These groups will not receive grant funding and will be invited to participate in group trainings through regular forums that will be organized as part of the Watershed Network.
4. *Watershed Network* – Coordinated with the Capacity Building Initiative a network of organizations working the Chesapeake Bay watershed to protect and restore water quality will be formed. One of the functions of the network will be to provide a forum for sharing capacity building experiences and ideas among the groups participating in the CBI and any other groups who are interested and willing to participate. Group trainings will be organized and implemented through the CBFN and the CBI and will be offered to all watershed network members.

Evaluation – The CBI is a three year program. An annual assessment by professional evaluators will monitor the progress of the Capacity Building Initiative and the *operational and programmatic growth* of the organizations. Service providers will be expected to participate in the evaluation process and provide feedback about the progress of the watershed organizations.

II. *Need for Service Providers in Organizational Development and Technical Assistance*

Building Capacity of Capacity Builders - A priority of the CBI is to increase the amount and expertise of organizational development service providers in the Chesapeake Bay watershed that are available to watershed organizations. Selected providers will be required to participate in an informal service provider network and semiannual meetings to exchange ideas and information regarding the capacity and technical assistance needs of area watershed groups. In addition, we will strongly encourage all service providers to participate in the Watershed Network. An initial meeting of the network is scheduled for June, 2007.

Delivery Methods for Providing Capacity Building Services – The Trust will consider groups that provide the appropriate combination of trainings for Tier I and II organizations through:

1. Custom, one-on-one training for Tier I groups
2. Coaching and mentoring for Tier I Groups
3. Group trainings and workshops with strategic follow-up with participants for Tier I, II, and Tier III.

Service Providers are encouraged to suggest other methods or training approaches as well as other areas of expertise that they offer assistance. Peer-to-peer networking opportunities will be provided through regular Watershed Network meetings.

III. Program Timeline

- a. Deadline for Submitting Proposals – Friday, April 13, 2007
- b. Decision date on preferred service providers – May 11, 2007
- c. Tentative Contract Start Date for direct contracts with the CBFN/CBT – June 2007
- d. Training and Assistance contracts between service providers and watershed organizations – July 2007 through July 2008.

The Capacity Building Initiative is a three year program with progress evaluated at the end of each year. Duration of contracts will vary and be dependant on the scope and type of services provided. New and renewed contracts will be awarded on an as needed basis.

Attachment 1 - Background on the Chesapeake Funders Network and the Chesapeake Bay Trust

Chesapeake Bay Funders Network - The Trust is a co-founder of the Chesapeake Bay Funders Network. Composed of 30 private foundations, the Funders Network is providing objective information on the policy and science behind the Bay restoration, offering forums for discussion of hot topics and project experiences in funders-only settings, and opening communication between funders that has led to collaboration on a number of projects and initiatives. The Network has established a funding collaborative to focus on the capacity building of watershed organizations that includes the Keith Campbell Foundation for the Environment, the Rauch Foundation, the Town Creek Foundation and the Morris and Gwendolyn Cafritz Foundation. The Chesapeake Bay Trust is coordinating the Capacity Building Initiative on behalf of the Chesapeake Bay Funders Network.

Chesapeake Bay Trust - The Chesapeake Bay Trust is a non-profit grantmaking organization. Considered a national model, the Trust has awarded more than \$21 million and engaged thousands of students and volunteers in the Bay restoration effort since 1985. The Trust is supported by purchases of the Maryland *Treasure the Chesapeake* license plates, the Chesapeake Bay and Endangered Species Fund tax check-off option on the Maryland State income tax form, and donations from individuals and corporations. Currently, the Trust awards approximately 500 grants totaling nearly \$3 million annually. By 2010, the Trust will award \$5 million per year.

Attachment 2 – Capacity Building Initiative Logic Model

Chesapeake Bay Funders Network – Capacity Building Initiative (CBI) Logic Model

