

# Strategic Planning and Evaluation Consultant

## Farm to Institution New England, 2023

**Position Title:** Strategic Planning and Evaluation Consultant  
**Position Status:** Temporary, May - December 31, 2023  
**Reports To:** Director of Research and Evaluation  
**Max amount:** \$25,000 plus up to \$2500 for travel (edited 4/10/23)  
**Deadline:** April 21, 2023

### Invitation:

[Farm to Institution New England \(FINE\)](#) seeks a consultant to facilitate a 6-8 month strategic planning process beginning in May 2023. Building from existing FINE [strategic plans](#), the consultant will work with FINE staff and advisors to develop a 3-5-year road map for the organization and network that reflects the significant changes our food system and region have undergone in the last decade, and particularly the last three years. The consultant will work with FINE staff and key advisors to ensure that this road map is a practical, agile, and action-oriented tool that drives our work. The consultant will also support FINE in developing organizational evaluation strategies to measure our progress, identify areas for improvement, and adjust course. The consultant will work with FINE to ensure this road map and subsequent evaluation methods are grounded in principles of racial and social justice and that we are centering the voices of those most impacted by this work.

### Responsibilities include:

- Lead a process of reflecting on existing goals, indicators of success, targets and programs; identify what is working and what needs to be changed. FINE will provide past strategic plans, work plans, evaluation documents, and other relevant materials.
- Advise on strategies for effectively engaging the farm to institution network to identify priorities.
- Lead development of a road map for the next three to five years of equitable, sustainable, and just farm to institution work in New England. The format of this deliverable will be determined collaboratively at the beginning of the project and FINE is eager to explore various options including a written report, slide deck, visualization, artwork, film, etc.
- Advise and guide updating and development of evaluation tools and methods so that the people most impacted by FINE's work are centered in our evaluation efforts.
- Provide recommendations for any necessary organizational restructuring based on the new road map.

Through the above activity, the consultant will work with six FINE staff, FINE's network advisory council, and a handful of advisors/partners. The majority of this work will be virtual, however the consultant will be asked to travel to 2-3 in-person meetings. These meetings will most likely be

located in either Vermont or Massachusetts. An additional \$2500 will be available for travel expenses. If in-person travel is not feasible, FINE will consider a fully virtual arrangement. We anticipate deliverables being complete by December 31, 2023.

We anticipate this being a part time commitment with varying hours throughout the 6-8 months. FINE will work with the consultant to develop a schedule that makes sense for both parties.

### **About FINE:**

Farm to Institution New England is the backbone organization for a six-state network of nonprofit, public and private entities working together to mobilize the power of institutions to transform the food system. FINE works with partners to increase the amount of values-based, local food served in our region's schools, hospitals, colleges, and correctional facilities and to influence all other ways that institutions impact our food system as educators, employers, neighbors, and investors. The FINE network consists of non-profit organizations, government agencies, policy makers, institutions, foundations, farms, seafood operations, food distributors, food processors, food service operators and others. See our latest [Impact Report](#).

### **FINE's work includes:**

- Research: We strive to understand the system we are working to change.
- Convenings: We bring together network members to share information and create collaborative solutions.
- Communications: We share tools, resources, and stories to help network members succeed
- Program and Policy: We advance a program and policy agenda based on the needs of the network and our shared vision

### **As this organization enters our 12th year, we are asking big questions, like:**

- How can institutions best support a robust regional food system?
- How can institutions meaningfully connect with and support their communities and what is FINE's role in supporting these efforts?
- How can institutions address and repair the inequities on which our current food system is built and what is FINE's role in supporting these efforts?
- How can institutions and the food systems they work within help mitigate the climate crisis and what is FINE's role in supporting these efforts?

### **How to Apply:**

Please send proposals to [hannah@farmtoinst.org](mailto:hannah@farmtoinst.org) with the subject line "Strategic Planning Consultant." We will review submissions on a rolling basis. Proposals should be submitted no later than April 21st. We encourage you to respond early. Applicants can expect to hear back by May 10th.

Please limit proposals to two or three pages. In your proposal, please include the following:

- Why you are interested in working with FINE on this effort

- A proposed scope of work with a mapped budget (pricing structure may be by the hour, day, or full project). Please be specific about expected deliverables in scope of work (including proposed format) and note any aspects of work that are emergent, and depend on earlier tasks or stages.
- How you will ground this process in principles of racial and social justice.
- Relevant experience from the last three years (including relevant work samples if available).
- Two references for work completed in the last three years (include name, email, project title, and period of performance).