



## NEW HAMPSHIRE CHARITABLE FOUNDATION

### REQUEST FOR PROPOSALS

**Contact:** Simon Delekta, Vice President, Community Engagement and Impact; [sd@nhcf.org](mailto:sd@nhcf.org); (603) 263-8297

**Deadline for Submission:** June 7, 2024

**Summary:** The New Hampshire Charitable Foundation (the Foundation) is seeking a consultant to develop a practical, non-prescriptive planning and implementation framework to guide program management and evaluation. The work will ideally take place between July and November, with some physical presence in Concord, NH, and a maximum budget of \$55,000.

#### **About the New Hampshire Charitable Foundation**

The purpose of the Foundation is to make New Hampshire a more just, sustainable and vibrant community where everyone can thrive.

As New Hampshire's statewide community foundation, we are the place where generosity meets the dedication and ingenuity of nonprofits and the potential of New Hampshire students. Since 1962, thousands of people have entrusted their charitable resources to the Foundation, creating a perpetual source of philanthropic capital. That generosity makes it possible for the Foundation to award more than \$60 million in grants and scholarships every year and collaborate and lead on important public issues.

#### **Project Background:**

In 2016, the Foundation launched three initiatives to "[increase opportunity for New Hampshire's kids – from cradle to career](#)", including 1. prevention of substance use and behavioral health ([work started in 1997](#)), 2. [early childhood and family supports](#), and 3. [education and career pathways](#). This work solidified the Foundation's approach of affecting change through the coordination of policy and advocacy work, partnership-building and grantmaking with staff experts.

In 2022, the Foundation adopted a new strategic plan, "[Together We Thrive](#)," focused on advancing equity and racial justice across the Foundation to advance our purpose. In addition to behavioral health, early childhood, and education, Together We Thrive prioritizes two more standalone initiatives – 4. basic human needs; and 5. the environment. We also have additional programmatic priorities that will be ongoing and cut across these five initiatives, including civic health, scholarships, and a racial justice fund to name three.

Currently, each initiative is at a different stage and has a different approach to work. For example, the Foundation's behavioral health initiative takes a systems-level change approach and incorporates grantmaking, policy work, and engagement with myriad stakeholders. The basic human needs initiative has focused more broadly on grantmaking to strengthen nonprofits working on the issues of homelessness and food insecurity. Similarly, each initiative has taken a different approach to evaluation.

At the same time, the Foundation is continuing to implement elements of Together We Thrive in a staged way, working to center equity, racial justice, and economic security in our work and how we approach it. Recently, staff have been reorganized around Together We Thrive's initiatives and

priorities, a change from the Foundation's previous geographically oriented approach. And the Foundation's senior management team is working to sharpen its approach to measuring progress toward and being accountable to Together We Thrive.

This background and context are important to understand the moving pieces, new ways of working, and past practices to be taken into consideration as the Foundation looks to develop a practical and consistent approach to the planning and evaluative frameworks of our programmatic initiatives.

**Scope of Work:**

The Foundation's goal is to formalize a consistent yet flexible approach to planning, design, implementation, and evaluation for initiatives and programmatic priorities. There are two distinct elements that need to be incorporated into this approach. First, external community-based accountability toward each programmatic goal (e.g., Is our work making an impact?). Second, internal accountability to ensure alignment with and progression of the goals outlined in Together We Thrive (e.g., Is the work advancing the Foundation's strategic plan?).

Expected outcomes of this engagement include:

- Establish a model for programmatic planning and goal setting informed by current work and the future direction outlined in Together We Thrive
- Develop a practical framework that can be used for tracking, planning, and process-based evaluation that captures the tools staff use (financial, policy, engagement) and understanding each initiative will look very different from one another
- Partner with staff to apply the framework to current initiatives, identifying process- and outcome-based goals, potential approaches to future qualitative and/or quantitative evaluation, and naming outstanding questions that will need to be answered
- Consider and advise how this approach could integrate into a broader evaluative framework being developed for the Foundation to use in tracking performance toward the goals of Together We Thrive.

This work is *not* about developing programmatic plans or evaluating specific pieces of the Foundation's work. It *is* to create a framework and process that Foundation staff would deploy. In using it for each Foundation initiative, staff would map out work, understand whether we are making progress toward goals, identify synergies and areas of overlap between work, see how Together We Thrive is being integrated and what community-based accountability looks like, and identify what resources are needed for future success.

**Skills and qualifications:**

We are seeking a consultant that will bring:

- Experience centering community accountability, equity, and racial justice in programmatic planning and evaluation
- A work portfolio that includes building frameworks spanning a range of issue areas and approaches to work
- History of development, implementation, and visualization of planning and/or evaluative frameworks
- Knowledge of the field of philanthropy and community foundations
- The ability to do some in-person sessions

**Project Budget and Requirements:**

The budget for the proposal should not exceed \$55,000, including travel. The consultant must be customarily engaged in an independently established trade, occupation, profession, or business and available to provide services to other businesses. This can be demonstrated through a work sample, website, business card, or other means of advertising one’s consulting services. Consultant chosen will be expected to enter into a contract similar to the sample contract and its general terms and conditions that is attached as Exhibit A to this RFP.

**Timeline** (all dates 2024):

- RFP Issued: May 13
- Proposal deadline: June 7
- Review of proposals: June 10 – 14
- Notification of finalists: By June 14
- Finalist interviews: June 17 - 26
- Finalists notified of decision: June 28
- Project timeline: Approximately August - November

**How to Apply:**

Interested consultants should submit a proposal to Simon Delekta, Vice President of Community Engagement and Impact, at [sd@nhcf.org](mailto:sd@nhcf.org) no later than Friday, June 7. You may also contact Simon if you would like to discuss the project before submitting a proposal.

We will review all proposals and be in touch with all who submitted proposals by Friday, June 14. For consultants selected to move forward in the process, we will schedule a time to meet with you in-person or via Zoom (based on location). We will cover the cost of your hourly fee, up to \$1,000, to prep for and facilitate this meeting and provide a brief follow-up memo with recommendations for next steps.

## APPENDIX A – NHCf Template Consultant Contract

THIS Consultant AGREEMENT is executed this XX day of XXXX 2024 by NEW HAMPSHIRE CHARITABLE FOUNDATION (hereinafter the Foundation) and <insert consultant name> (hereinafter Consultant).

### 1. Term of Agreement.

The consulting work to be performed under this Agreement shall commence on or about <insert start date> and shall be substantially completed on or before <insert end date>. Either party may terminate this agreement upon thirty (30) days written notice to the other party.

### 2. Description of Services of Consultant.

Consultant shall provide the following services as requested by the Foundation or as described on Attachment:

The Foundation makes no representation or promise as to the amount of work which will be available to Consultant.

The parties agree that Consultant is an independent contractor and not a common-law or statutory employee for any reason whatsoever. Consultant shall have the control and discretion over the manner and the means of the performance of his/her work and achieving the results of his/her work, including control over the time when he/she performs the work and the location of the work. The Consultant affirms that this work is a separate and distinct project outside the normal course of the Foundation's business. Consultant affirms that he/she is in business for himself/herself and is not required to work exclusively for the Foundation. As such, Consultant is responsible for all employment taxes and business licenses which may be necessary. Consultant agrees he/she shall submit proof, upon request of the Foundation, of payment of taxes and required licenses.

Consultant agrees he/she does not have the authority to assume or to create any obligation or contract, express or implied, on behalf of the Foundation and that he/she will not represent that he/she has such authority. Consultant agrees he/she shall not represent that he/she is an employee of the Foundation.

If it is reasonably necessary for the Consultant to have the assistance or services of other persons or companies to properly perform her work, he/she may employ, engage or retain same at his/her own expense.

### 3. Compensation.

a. The Foundation shall pay Consultant <insert written out amount here> (\$XXX) per hour. Compensation for all services described in paragraph 2, above, shall not exceed <insert written out amount here> (\$XXXX). Consultant shall submit invoices on a **monthly basis** to the Foundation setting out the work performed. The Foundation will pay such invoices within fifteen (15) days of receipt of the invoice.

b. Consultant shall indemnify and hold harmless the Foundation for any liability and for any costs, amounts, taxes, interest and/or penalties imposed on the Foundation by any federal, state or local entity arising out of Consultant's relationship with the Foundation.

