REQUEST FOR PROPOSALS

CONSULTANT SERVICES
TO SUPPORT THE REGIONAL CHESAPEAKE BAY NONPROFIT CAPACITY BUILDING INITIATVE

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SECTION I – PURPOSE AND SCOPES OF WORK

1.1 Purpose: The purpose of this Request for Proposals ("RFP") is to invite entities experienced in various aspects of nonprofit organizational development and assessment of networks (defined as groups of individual, autonomous organizations working together to accomplish shared goals) AND/OR communications training services to submit a proposal to the Chesapeake Bay Trust ("The Trust"). The work supported will advance priorities set forth by the funders of the Chesapeake Bay Regional Capacity Building Initiative (CBI). The purposes of this initiative are to a) increase the collective and individual grassroots capacity to accomplish regional goals at the intersection of community and environment and b) establish durable, powerful, and coordinated efforts to advance programs and policies to improve regions and communities beyond the term of the initiative.

This RFP includes two projects that have been separated into two individual scopes of work. Offerors can bid on one or both of the individual scopes of work. A maximum bid amount is listed for each project scope. Offerors bids recommended for selection by the review committee may result in either a firm-fixed-price level of effort term contract or a firm-fixed-price deliverable based contract.

The funding is supplied by the funders of CBI including the Chesapeake Bay Trust, the United States Environmental Protection Agency ("EPA") through the National Fish and Wildlife Foundation (NFWF), Keith Campbell Foundation, Rauch Foundation, Prince Charitable Trust, Cafritz Foundation, and MARPAT Foundation.

1.2 Services/Scopes of Work and Offeror's Minimum Qualifications

1.2.1 Scope of Work 1: Capacity Building Initiative (CBI) Network Coaching and Training (Maximum Bid: $90,000)

1.2.2 Purpose:
To help insure the ultimate sustainability of four existing but new (< 3 years old) regional networks currently participating in the Regional Capacity Building Initiative. The four networks are described in Appendix A. Activities under this scope of work will implement a subset of tailored recommendations developed as a result of third party network assessment efforts in the previous fiscal year and outlined directly below as key outcomes.

1.2.3 Outcomes:

- Increased knowledge and self-efficacy of four regional networks and their members in building more effective narratives to influence change.

- Increased knowledge and self-efficacy of four regional networks to collaboratively fundraise in support of shared goals.

- Four collaborative fundraising plans for each of the four networks that can be used as a guide for fundraising efforts moving forward (developed by the networks with support from the selected contractor).

- Increased network member understanding of healthy characteristics of networks and demonstrated increased prevalence of healthy characteristics of networks.

1.2.4 Project Steps and Timeline:
The contractor will provide customized network coaching services for each of the four networks, training on two topics, and associated evaluation services. The four main components of this work include:

1) Development and implementation of an in-person narrative building training for network members (between 50-70 individuals total);

   Offerors are asked to submit proposals to develop and implement either a full day in person training or a series of half day trainings on narrative building, with a goal of increasing network members understanding of public narrative theory (similar to that of the Marshall Ganz collective action training). The proposed training should commit time to the development of a collaborative story for each of the networks. Key knowledge objectives associated with public narrative theory and implementation should be identified in the offeror's proposal as these knowledge objectives will be the basis of pre and post evaluation efforts. As networks are based in geographically disparate areas, offerors proposals should describe how network training locations will be selected to ensure equity in travel and maximum participation. All costs associated with in-person trainings should be included in the offeror's proposal including potential facility rental and meals for participants.

2) Development and implementation of a series of collaborative fundraising trainings for network members that result in a collaborative fundraising plan for each of the four networks;

   Offerors are asked to develop and implement either a full day training coupled with follow-up coaching or a series of half day trainings coupled with follow-up coaching on collaborative fundraising plan development. The training should seek to build trust and increase knowledge of the structure and development of collaborative fundraising plans. Key knowledge objectives associated with the tenants of collaborative fundraising planning and implementation should be identified in the offeror's proposal as these knowledge objectives will be the basis of pre and post evaluation efforts. As networks are based in geographically disparate areas, offerors proposals should describe how network training locations will be selected. All costs associated with in person trainings should be included in the offeror's proposal including potential facility rental and meals for participants.

3) Tailored network coaching services for each of the four networks based on outcomes of the previous year's assessment efforts;

Offerors are asked to describe the proposed process for coaching services. Coaching services should include a combination of in-person and remote consultation for each of the networks. Offerors should also describe how coaching services provided will be tailored in an effort to ensure members' understanding of healthy characteristics of networks is increased and the prevalence of such characteristics within the networks is also increased. Healthy characteristics of networks include:

a. Effective but distributed core leadership
b. Inclusive membership representative of the community
c. Different self-organizing projects being advanced
d. Participative decision-making
e. Well-developed infrastructure (ex. Communication)
f. Reflection, learning, and adaptation

4) Evaluation – including pre and post evaluation of trainings, formative and summative evaluation of coaching services, including fielding of an existing network evaluation tool to be compared to outcomes of the previous year's evaluation data, and network member's perceptions of the value of training and coaching provided.

Offerors proposals must seek to shape trainings and coaching services based on formative evaluation. Offerors will be asked to conduct formative evaluation efforts to ensure trainings and coaching services are structured to ensure maximum network member participation and to evaluate a baseline level of knowledge. Offeror's proposals must detail how they intend to collect pre and post data reflecting increased knowledge and self-efficacy as it relates to key knowledge objectives. Offeror's should also describe how they will reflect improved understanding of healthy characteristics of networks through formative and summative evaluation of coaching efforts; this should include the fielding of an existing network survey evaluation tool and analysis of data relative to year one outcomes. The existing network evaluation tool will be provided to the selected offeror, all other evaluative efforts will require tool development. Finally the offeror should address how they will seek to formally evaluate and summarize their own efforts; this should include a feedback mechanism allowing network members' perceptions of the value of training and coaching services to be provided. All outcomes of evaluation efforts should be synthesized for reporting back to the networks and to the funders supporting this initiative.

Offerors are asked to describe in their proposals their experience with each of these services, and provide an estimate of the number of hours they would have available for each group for assisting with various needs.

The project term will be August 2019 through June 2020. Detailed schedule will be developed with the Trust.

1.2.5 Deliverables:

(1) A draft two-part survey to establish baseline knowledge of network members on narrative building and collaborative fundraising knowledge objectives for review by Trust staff (tool to be used again after trainings have occurred)
(2) A draft agenda, power point, and associated training documents on narrative building for review by Trust staff
(3) A finalized power-point and associated training documents on narrative building
(4) Delivered narrative building training for network members
(5) A draft agenda, power point, and associated training documents on collaborative fundraising for review by Trust staff
(6) A finalized power-point and associated training documents on collaborative fundraising
(7) Delivered collaborative fundraising training for network members
(8) A summary and data comparison as a result of fielding the existing network evaluation tool
(9) Draft collaborative fundraising plans developed by each of the networks
(10) Written summary of network coaching services provided *to each network* and recommendations for continued network health and sustainability.
(11) Final report including: a narrative summary of network coaching services, outcomes of evaluation efforts (this should also be quantitative), and recommendations for next steps for each network to ensure sustainability and/or other actions to support increased refinement and implementation of the existing collaborative work plans.

1.2.6 Qualifications of Offeror:

1) Eight or more years of related experience of individuals on the proposed team in network development, assessment, and evaluation and cross-sector collaboration.

2) Background working with diverse populations.

3) Expertise in narrative-building and eight or more years of experience of individuals on the proposed team in training groups in narrative building.

4) Eight to ten years of related experience of individuals on the proposed team in collaborative fundraising plan development and training.

5) Experience of individuals on the proposed team with consensus building, particularly across organizations and missions.

1.2.7 Scope of Work 2: Capacity Building Initiative (CBI) Communications and Engagement Capacity Building (Maximum Bid: $60,000)

1.2.8 Purpose:

The purpose of this scope of work is to provide training services to 30-50 regional water-focused non-profits and to develop and test an assessment and planning tool that will increase regional non-profits' abilities to evaluate and select engagement strategies that are best suited to their organization's primary goals.

1.2.9 Outcome:

- Increased knowledge and self-efficacy of regional non-profits (subsequently trained by the offeror) to assess their own end-state goals and select or refine engagement strategies that are best suited to goals identified.

1.2.10 Project Steps and Timeline:

1) Identify and review existing communications and engagement planning tools;

While a number of different tools can help organizations assess their goals, fewer tools exist that help organizations select the appropriate engagement framework for their goals (e.g., social marketing, community organizing, narrative building). This first step will include identification and review of existing assessment and planning tools and associated trainings. An example of such a tool to be included in the review is the Spitfire Strategies Smart Chart.

2) Identify and attend related trainings to deepen understanding of existing tools and potential training strategies;

In order to increase technical capacity to provide ongoing training support, the selected offeror will identify and attend trainings focused on the key differences in key social science frameworks and when frameworks are best applied to generate a desired change; the four key frameworks include community organizing, social marketing, advocacy, and communications/narrative building. Following the review of existing tools (step 1) the offeror will identify and attend 1-4 relevant trainings, workshops, or conferences related to the four key frameworks. Relevant trainings should be submitted for review and approval by the Trust (see deliverables list below).

3) Develop an assessment and planning tool that will be used to build capacity of regional non-profits;

Regionally there are a significant number of nonprofits that need assistance in defining their goals and selecting the best strategies or frameworks to accomplish their goals. Over time the Chesapeake Bay Funders Network through CBI has supported trainings on different engagement frameworks including but not limited to effective communications, social marketing, community organizing, and narrative building; however, a training that helps water focused organizations both understand their goals more clearly and to select the best engagement framework to reach their goals has not been provided. The selected Offeror will develop an assessment and planning tool that supports non-profits in identifying key objectives, classifying objectives, understanding engagement frameworks, and selecting an engagement framework best suited to their goals. While this tool should help users to better define their goals and understand different engagement frameworks it is not meant to be a detailed guidebook for framework implementation as those tools also already exist (Ex – Getting in Step or Getting Your Feet Wet).

4) Develop a survey to be used to measure participants understanding of engagement frameworks;

A short survey tool should be developed and administered before and after each of the trainings. The survey should be used to measure participants understanding of different engagement frameworks and improved self-efficacy in defining organizational goals and selecting frameworks. This tool should also inform recommendations made from the selected offeror to the CBFN for necessary future trainings.

5) Develop and pilot test a training curriculum using the draft tool (two trainings). Training services should focus on increasing non-profit understanding of strategic engagement and planning, feedback from training participants should be used to refine the final version of the assessment tool.

Offerors are asked to develop and implement two trainings that will be used to test and refine the assessment and planning tool. The trainings should seek to increase participants' ability to clearly define organizational goals and objectives and to evaluate and select the best engagement framework(s) to accomplish their goals. Key knowledge objectives associated with engagement frameworks purpose and use should be identified in the offeror's proposal as these knowledge objectives will be the basis of pre and post evaluation efforts. All costs associated with trainings should be included in the offeror's proposal including potential facility rental and meals for participants.

Project term: September 2019 to September 2020. Detailed schedule will be developed with the Trust.

1.2.11 Deliverables:

(1) A summary of existing assessment and engagement tools and how those tools might be leveraged in the development of a community specific tool;
(2) A short list of proposed trainings or workshops related to key social science frameworks described above in step 2;
(3) A draft pre and post survey to establish baseline understanding and use of engagement frameworks and level of knowledge of regional non-profit participants (30-50 individuals) on key knowledge objectives for review by Trust staff (tool to be used again after trainings have occurred to demonstrate increased knowledge);
(4) A draft assessment and planning tool for review by Trust staff;
(5) A draft agenda, power point, and associated training documents for review by Trust staff;
(6) A finalized power-point and associated training documents;
(7) Delivered trainings (2) for representatives of (30-50) regional non-profit water focused organizations;
(8) A finalized assessment and planning tool;
(9) Final report including: a summary of professional development trainings attended by staff, a narrative summary of training services provided to regional non-profits, outcomes of evaluation efforts (data from pre and post survey analysis), and recommendations for next steps for communications and engagement capacity building efforts regionally.

1.2.12 Qualifications of Offeror:

1) Six or more years of related experience in communications and engagement efforts;

2) Locally based non-profit (in DC, MD, VA, WV, or PA) dedicated to long-term capacity building of regional water focused organizations;

3) Expertise in different engagement and communications approaches and six or more years of experience in training groups of 10+ people in engagement approaches.

SECTION II – ADDITIONAL SERVICES

2.0 **Additional Services.** The Contract Officer may request ancillary or additional services within the capacity of the Contractor as may be useful or necessary in the interests of the Trust and the Project for any of the Scopes of Work.

2.1 **Add/Deduct:** The Trust reserves the right to add or remove items from the base bid proposal during the contract and modify or adjust scope of work and payment as needed.

SECTION III - PROPOSAL FORMAT AND SUBMISSION INFORMATION

3.1 **<u>Principal Solicitation Officer and Issuing Office</u>**:

Contract Officer:	Kacey Wetzel
Telephone Number:	410-974-2941, ext. 104
E-Mail	kwetzel@cbtrust.org
Address:	Chesapeake Bay Trust 108 Severn Avenue Annapolis, MD 21403

The sole point of contact for the purpose of this RFP is the Contract Officer.

3.2 **<u>Prospective Offerors</u>**:
An “Offeror” is a person or entity that submits a proposal in response to this RFP.

3.3 **<u>Cancellation; Discretion of Contract Officer</u>**:
This RFP may be canceled in whole or in part and any proposal may be rejected in whole or in part at the discretion of the Contract Officer. In addition, the Contract Officer has the right to negotiate separately with any Offeror in any manner which will best serve the interests of the Trust. The Contract Officer may waive any mandatory condition or minimum qualification if the Contract Officer determines that such action is in the best interest of the Trust.

3.4 **<u>Submission Instructions/Proposal Closing Date</u>**:
Offerors must submit proposals using our Online Application System, located at: https://www.grantrequest.com/SID_1520?SA=SNA&FID=35464 no later than **4:00 p.m.** on **May 31st, 2019** (the "**Closing Date**"). Requests for extensions will not be granted, late applications <u>will not</u> be accepted, and the online funding opportunity will close promptly at 4:00 pm. **<u>Offerors are strongly encouraged to submit at least a few days prior to the deadline</u>** given potential for high website traffic on the due date. The Trust cannot guarantee availability of Online Application System technical assistance on the deadline date. You will receive immediate email confirmation upon successful submission of your proposal.

Proposals are irrevocable for 90 days following the Closing Date.

3.5 **<u>Proposal Format</u>**:
An Offeror may bid on one or both scopes of work outlined in Section 1 above. Each proposal must include responses to a-f in a concise (≤5 page) description; offerors bidding on both scopes of work may exceed the 5 page limit. Items g) and h) may be addressed outside of the 5 page limit and may be attached as additional pages. All material must be submitted in one electronic file.

a) Names of individuals providing the services and number of years of experience in such areas
b) Scope on which the Offeror is bidding: Scopes #1 or #2 or both
c) The individual’s proposal for how to address the elements of the Scope(s) of Work and required outcomes described in the deliverables Section 1.2
d) Response to the qualifications section: a description of the experience to provide services in the topics described above as described in Section 1

e) **The Offeror shall submit a budget including total number of hours and hourly rate of compensation for the services to be performed during the term of the Contract broken down by direct rate, benefit rate, indirect rate, profit, and direct expenses; any additional costs required to complete the project; and total compensation.** Use the Application Budget worksheet in the Financial Management Spreadsheet accessible at www.cbtrust.org/forms, and if needed, provide additional justification or explanation as an attachment to the proposal. The proposed rates of compensation will be irrevocable for a period of 90 days from the Closing Date, or if modified during negotiations, for a period of 90 days from the date such modified rates are proposed by the Offeror. If your proposed indirect rate is higher than 10% of the direct costs and your proposal is selected for funding, you will be required to provide the Negotiated Indirect Cost Rate Agreement (NICRA) documentation.
g) The resume or CV of the individual(s) providing the service
h) Any other information which the Offeror considers relevant to a fair evaluation of its experience and capabilities.

3.6 **Professional Liability Insurance**: The Offeror shall agree to maintain in full force and effect during the term of the Contract usual and customary amounts of liability insurance coverage in connection with the performance or failure to perform services under the Contract.

3.7 **Eligible Organizations:** No entity may enter into a Contract with the Chesapeake Bay Trust under this funding opportunity if the entity is listed in www.sam.gov as debarred, suspended, or otherwise excluded and unless the entity has provided its DUNS (Dun & Bradstreet) number to the Trust. You will be asked to submit your DUNS number in the online application form.

3.8 **Subcontracting Opportunities and Procurement**: It is assumed this solicitation will result in one small procurement(s) per bid that will not provide realistic opportunities for subcontracting, though multiple organizations may apply as a collaborative or partnership with an identified project lead. If, however, an Offeror considers subcontracting of services to be available, it is assumed that all subcontracting service procurements should be under the threshold of small procurement, which is $150,000, given the scope of the work and maximum bid amounts. The Offeror should specify the intent to procure subcontracting services and demonstrate compliance with federal procurement guidelines for all subcontracting services between $3,000 and $150,000:

a) Obtain three estimates for subcontracted work and show Good Faith Efforts to engage minority/disadvantaged/women/small business enterprise (MBE/DBE/WBE/SBE) by reaching out to DBE/MBE/WBE/SBE firms to submit estimates/bids, documenting Good Faith Efforts and estimates. The following website may be helpful in identifying firms: https://mbe.mdot.maryland.gov/ OR
b) Obtain services through a competitive bid, documenting Good Faith Efforts and estimates.

All subcontractors must be verified by checking at www.sam.gov to ensure that they have not been suspended, debarred, excluded, or disqualified to do work with federal government resources.

SECTION IV - EVALUATION PROCEDURE

4.1 **Qualifying Proposals**: The Contract Officer will review each proposal for compliance with the minimum qualifications set forth in "Offeror's Minimum Qualifications."

4.2 **Deviations and Negotiation**: The Contract Officer shall have the sole right to determine whether any deviation from the requirements of this RFP is substantial in nature, and the Contract Officer may reject non-conforming proposals. In addition, the Contract Officer may waive minor irregularities in proposals, allow an Offeror to correct minor irregularities, and negotiate with responsible Offerors in any manner deemed necessary or desirable to serve the best interests of the Project.

4.3 **Evaluation**: Proposals shall be evaluated by a review committee and facilitated by the Contract Officer. Evaluation will be made on the basis of the evaluation criteria discussed below and may include any oral presentation that may be required by the Contract Officer, through a recommendation by the technical review committee, at his or her discretion. The Contract Officer reserves the right to recommend an Offeror for contract award based upon the Offeror's proposal without oral presentations or further discussion. However, the Contract Officer may engage in further discussion if he or she determines that it might be beneficial. In such case, the Contract Officer will notify those responsible Offerors with whom further discussion is desired. In addition, the Contract Officer may permit qualified Offerors to revise their proposals by submitting "best and final" offers.

4.4 **Evaluation Considerations**: Proposals and any oral presentation by Offerors who meet the minimum qualifications set forth in Section 1 will be evaluated by the technical review committee on the basis of the following factors:

A. Proposed Team (Specific Individual(s) Responsible for Performance of Contract). Evaluation of the qualifications, reputation, and compatibility with needs of the Trust and the Project of the individual or individuals who will perform the Contract.

B. Proposed Approach. Evaluation of the work to be performed to accomplish the goals outlined in the Scopes of Work in Section 1.

C. Experience of Offeror. Evaluation of the quality and quantity of the Offeror's experience and expertise in the areas proposed.

D. Capacity. Evaluation of the Offeror’s ability and commitment to meet the timeline for the Project.

E. Price. Cost of the project.

SECTION V: OTHER INFORMATION

5.1 **Disclosure**: Proposals submitted in response to this RFP may be provided to government agencies and be subject to disclosure pursuant to the provisions of the Access to Public Records Act of the State Government Article of the Annotated Code of Maryland (the "Public Information Act") or equivalent for your area. Offerors must specifically identify those portions of their proposals, if any, which they deem to contain confidential or proprietary information and must provide justification why such materials should not, upon request, be disclosed by the State under the Public Information Act.

5.2 **Expenses**: The Trust and the Contract Officer are not responsible for any direct or indirect expenses that an Offeror may incur in preparing and submitting a proposal, participating in the evaluation process, or in consequence of this solicitation process for any reason.

5.4 **Acceptance of Terms and Conditions**: By submitting a proposal in response to this RFP,

a) the Offeror accepts all of the terms and conditions set forth in this RFP;
b) the Offeror, if selected for award, agrees that it will comply with all federal, State, and local laws applicable to its activities and obligations under the Contract;
c) the Offeror shall be deemed to represent that it is not in arrears in the payment of any obligation due and owing the United States Government or the State or any department or unit thereof, including, without limitation, the payment of taxes and employee benefits, and, if selected for award, that it shall not become so in arrears during the term of the Contract; and
d) the Offeror, acknowledges that they are compliant with federal employment and non-discrimination laws and have not been debarred, convicted, charged or had civil judgment rendered against them for fraud or related offense by any government agency (federal, State, or local) or been terminated for cause or default by any government agency (federal, State, or local).

5.5 **Minority Business Enterprise (MBE) Program, the Disadvantaged Business Enterprise (DBE) Program, Women Business Enterprise (WBE), and Small Business Enterprise (SBE) Program Participation**: This RFP encourages the participation of MBE/DBE/WBE/SBE firms (members of a group as defined in the State Finance and Procurement Article of the Annotated Code of Maryland (the "Procurement Article"), Section 14-301(f)(i)(ii)). The Trust encourages MBE/DBE/WBE/SBE firms who meet the minimum qualifications to respond to this RFP.

5.6 **Parties to the Contract**: The contract to be entered into as a result of this RFP (the "Contract") shall be between the successful Offeror (the "Contractor") and the Trust.

5.7 **Contract Documents**. The Contract shall include the following documents: this RFP, the Contractor's Proposal (to the extent not inconsistent with the RFP or the Contract), and the Contract. In the event of an inconsistency, the Contract shall have priority over the other documents and specific conditions of the Contract shall have priority over General Conditions.

5.8 **Contract Term**. The Contract term shall commence as of a date to be specified in the Contract and, unless sooner terminated in accordance with the Contract, shall end when all work authorized under the Contract has been successfully completed by the project end date, unless the Contract is renewed or extended at the sole option of the Contract Officer.

5.9 **<u>Billing Procedures and Compensation</u>**.

a) <u>Method:</u> The Contracts to be entered into as a result of this RFP will not exceed the small procurement threshold set by Federal Acquisition Regulation at 48 CFR Subpart 2.1 (Definitions) and in accordance with 41 U.S.C. 1908. The Contractor(s) must comply with billing procedures as may be required by the Contract Officer and US EPA. These may entail monthly reporting of time and eligible expenses, or may be based upon satisfactory completion of benchmark tasks.

b) <u>Records:</u> The Contractor(s) shall submit invoices no more than once per month but no less than once per quarter in a form acceptable to the Contract Officer and maintain records relating to the costs and expenses incurred by the Contractor(s) in the performance of the Contracts for a period of two years from the date of final Project payment under the Contracts.

5.10 **<u>Certification</u>.** The Offeror shall certify that, to the best of its knowledge, the price information submitted is accurate, complete, and correct as of the Closing Date, and if negotiations are conducted as of the date of "best and final offer."

5.11 **<u>Branding</u>.** All products (outreach materials, events) will be branded with EPA, CBFN, and Chesapeake Bay Trust logos.

FFY19 Capacity Building Initiative

APPENDIX A: Capacity Building Initiative Network Descriptions (Scope 1 Audience)

Anacostia Park and Community Collaborative (APACC), Washington, DC
APACC is a coalition of 20+ community based and citywide non-profit organizations. APACC envisions a community-led, equitable redevelopment of the Anacostia River parks and adjacent neighborhoods in Wards 7 and 8, as well as a thorough cleanup of the Anacostia River. APACC's goals are to:

1. Enhance the quality of life of residents and other stakeholders in communities near the river by improving access to economic opportunities, affordable housing, wellness and healthcare, and parkland and other outdoor recreation opportunities.
2. Enhance environmental justice in communities east of the river by cleaning up the Anacostia River and the broader local environment, including enhancing climate resiliency for the long-term health of the community.
3. Redevelop welcoming, usable, activated Anacostia River-front parks that physically and emotionally connect communities near the river.

4. Increase their own capacity, organizationally and individually, to understand and connect with the Wards 7 and 8 communities and to work with each other in order to better achieve goals and work towards their vision.

APACC is expanding their membership to individual residents and looking to expand on a collaborative fundraising plan for the network.

Baltimore Environmental Equity Project (BEEP)

The East Baltimore network has 12 cross sector network member organizations who have articulated a vision for East Baltimore: that is a community of people and places that are healthy, safe, equitable, thriving, resilient, engaged, and collaborative. BEEP has prioritized five main goals as it moves forward:

1. Build a recognized, organized group advocating for, consulting, and providing services for resilient communities
2. Preserve and increase social capital in East Baltimore
3. Build on community-driven plans and needs
4. Foster healthy places and healthy people
5. The collaborative will become a force multiplier

As a result of community based participatory research the network has taken a focus on litter reduction as a primary interest of priority neighborhoods in east Baltimore.

Lower Eastern Shore Engagement Network – Coastal Region, Maryland

The Lower Eastern Shore Network is comprised of 6 non-profit organizations that are focused on the Delmarva Lower Eastern Shore region, including Worcester, Somerset and Wicomico Counties in MD, Sussex County DE and Accomack County VA. The network has described a vision for the Lower Eastern Shore as follows: The Lower Eastern Shore is a place where diverse, engaged communities support policies and practices that promote resilient, locally driven economies that protect our natural resources. Key goals of the network include:

1. Building and maintaining a durable collaborative body that represents the diverse stakeholders of the region (socio-economic and sectoral) and is committed to the ongoing pursuit of strategies and actions focused on realizing their vision
2. Empowering, educating and engaging communities
3. Fostering the development and growth of a robust, sustainable agriculture sector
4. Reduce contributions to, and mitigating impacts of climate change in region

The Lower Eastern Shore Network is a diverse collection of organizations with a goal of organizing and empowering local communities to advance policies and programs that foster sustainability in all its forms, including environmental, agricultural, economic, energy, and public health. The network has developed several workgroups that are advancing key elements of the networks infrastructure at this time. In particular workgroups are currently focused on the development of draft plans to guide sustainable fundraising, communications, and outreach efforts.

South Mountain Partnership, Pennsylvania

The South Mountain Partnership is a large grassroots public-private partnership of 37 organizations; however, a sub-group of 6 members of the partnership has emerged as a leadership entity. The Partnership which is focused in the South Mountain region, comprised of Adams, Cumberland, Franklin, and York counties in South-central Pennsylvania has brought people together across geo-political and sectorial boundaries to take action to secure and improve quality of life and local natural resources, in particular large scale landscape conservation. The leadership group has articulated four main goals, which include:

1. Providing strategic direction to the South Mountain Partnership;
2. Furthering economic health in the region;
3. Furthering public health to ensure wellbeing of individuals in the region;
4. Furthering environmental health in the region through the improvement of water quality.