



Request for Proposals:

Innovative Integrated Technology Solution for GusNIP NTAE

Introduction

The Gus Schumacher Nutrition Incentive Program (GusNIP) is funded by the United States Department of Agriculture (USDA) National Institute of Food and Agriculture (NIFA) through the Farm Bill (legislative package formally known as Agriculture Improvement Act of 2018). GusNIP facilitates funding opportunities for nutrition incentive (NI) and produce prescription (PPR) projects to provide incentives to increase the purchase of fruits and vegetables by low-income consumers. This request for proposals (RFP) is issued by the GusNIP National Training, Technical Assistance, Evaluation, and Information Center (NTAE) led by the Gretchen Swanson Center for Nutrition (GSCN) since 2019. GSCN partners with Fair Food Network (FFN), University of California San Francisco (UCSF), as well as a coalition of national partners through the [Nutrition Incentive Hub](#). These organizations provide training, technical assistance, evaluation, and information support to NI and PPR projects, as well as other GusNIP audiences. GusNIP audiences include applicants, grantees, practitioners, tribes, residents (i.e., participants), farmers, grocers, health professionals, healthcare and insurance providers, researchers and evaluators, as well as members of underrepresented communities and geographies.

Purpose of Request for Proposals

The purpose of this RFP is to solicit a vendor with the appropriate tools and capabilities to enhance our existing technology ecosystem using innovative strategies to integrate new technological components, as well as maintain our existing [Nutrition Incentive Hub website](#) and [secure web portal](#) in order to effectively support a national program funded by the USDA NIFA. The innovative integrated technology solution will provide frontend and backend support to seamlessly bring together various data sources, resources, and tools for a wide range of users across multiple organizations participating in and supporting GusNIP. Specifically, the selected vendor will help advance this initiative to integrate multi-faceted systems and processes in a singular space thereby enabling:

1. Frontend Support: Grantees, applicants, and other GusNIP audiences to seek assistance (e.g., through a technical assistance request); view their own information in real time; utilize up-to-date data dashboards about their own data as well as aggregate GusNIP data, and to generate reports and visualizations.
2. Backend Support: NTAE and Nutrition Incentive Hub team members and specialists to receive, respond to, document, and track requests for assistance; view information about each grantee, as well aggregate information in real time; and utilize up-to-date data dashboards about singular grantees or groups of grantees to generate reports and visualizations.

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To this end, we are seeking a partner to develop an innovative technology solution that will integrate with the existing public-facing [website](#) and secure [web portal](#) where NTAE personnel, Nutrition Incentive Hub specialists, and GusNIP audiences go to access or input information and/or request or provide assistance. **The selected vendor will also be responsible for** ongoing maintenance, de-bugging, subsequent refinements, and updates for the newly deployed innovative integrated technology solution, as well as the existing Nutrition Incentive Hub website and secure web portal throughout the duration of this contract (estimated 4 years).

Acronym and Definition Glossary for this RFP

Term	Acronym
Content Management System	CMS
Electronic Health Record	EHR
Fair Food Network	FFN
Gretchen Swanson Center for Nutrition	GSCN
Gus Schumacher Nutrition Incentive Program	GusNIP
GusNIP National Training, Technical Assistance, Evaluation, and Information Center	GusNIP NTAE
Health Insurance Portability and Accountability Act	HIPAA
NTAE 1 st Iteration	NTAE 1.0
NTAE 2 nd Iteration	NTAE 2.0
Nutrition Assistance Program	NAP
Nutrition Incentive	NI
Produce Prescription	PPR
Request for Proposal	RFP
Structured Query Language	SQL
Supplemental Nutrition Assistance Program	SNAP
United States Department of Agriculture National Institute of Food and Agriculture	USDA NIFA
University of California San Francisco	UCSF

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Opportunity Statement

Healthy food, especially fruits and vegetables, are out of reach for too many families. Through GusNIP, innovative projects have emerged across the U.S. in individual states, cities, and communities to improve access to fruits and vegetables. The 2018 Farm Bill supported these project types as part of the GusNIP grantmaking program managed by USDA NIFA (future iterations of the Farm Bill may be funded differently). GusNIP funds:

1. NI projects that provide financial incentives to individuals using USDA’s Supplemental Nutrition Assistance Program (SNAP) and Nutrition Assistance Program (NAP) benefits to purchase fruits and vegetables;
2. PPR projects that provide financial incentives in the form of prescriptions for the purchase of fresh fruits and vegetables; and
3. The GusNIP NTAE to provide training, technical assistance, and reporting and evaluation support to GusNIP grantees, applicants, and other GusNIP audiences.

The GusNIP NTAE and Nutrition Incentive Hub involves a coalition of evaluators, researchers, practitioners, and farmers market and brick and mortar grocery experts throughout the United States (U.S.) dedicated to strengthening and uniting the best thinking in the field to increase access to affordable fruits and vegetables to those who need it most. The organizational chart below identifies processes and interactions among these entities. These organizational relationships and project responsibilities will be important to consider when designing systems and tools. More information about the leading organizations can be found at the end of this RFP.

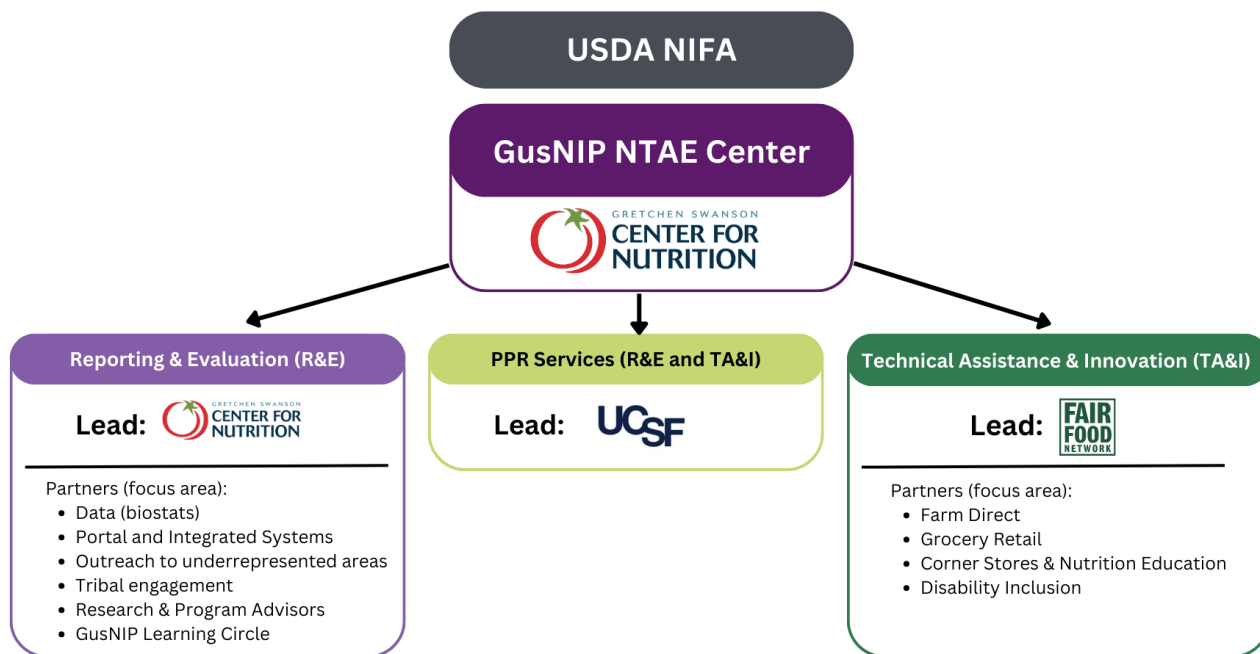


Figure 1 – GusNIP NTAE 2.0 Organizational Chart

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Project Background and Ecosystem

This initiative began in September 2019, and the GusNIP NTAE and Nutrition Incentive Hub currently (2023) supports 182 awards across 128 grantees. Grants range from small pilot projects (up to one year with funding up to \$100,000) and scale up to larger projects that reach the largest target audiences (up to four years and funding \$500,000+). New grants are awarded annually by USDA throughout the initiative, and the number of grantees supported grows each year.

During the first four years (2019-2023) of the GusNIP NTAE (aka NTAE 1.0), a public facing [website](#) and secure [web portal](#) were built. The branded public-facing website for the overall initiative, (<https://nutritionincentivehub.org/>) houses resources designed to help grantees implement and evaluate projects, a searchable resource library, nutrition incentive economic impact calculator tool, descriptions of GusNIP projects, request help contact form, and annual impact finding results. The secured web portal provides training and support to grantees, collects monthly metric data from grantee project sites (i.e., each grantee site enters or transfers data into the secure web portal), evaluates data collected to ensure proper support of grantees and overall program success, supports discussion boards, and reports associated results for multiple audiences.

The GusNIP NTAE currently contracts with a third-party firm, who has been responsible for building this architecture. The website and secure web portal were built using the Umbraco content management system (CMS), leveraging the open-source plugin Uintra, along with custom development. As a CMS, Umbraco allows creation and management of pages and components on the website. The public website and the corresponding data are hosted in Azure, which is a set of cloud services and infrastructure governed by Microsoft. The footprint in Azure consists of 3 environments: dev, test, and production. The web portal is a website written in Microsoft's .NET Framework 4.7.2, backed by a SQL Server database. Both the website and the database are hosted in Microsoft's Azure Cloud platform.

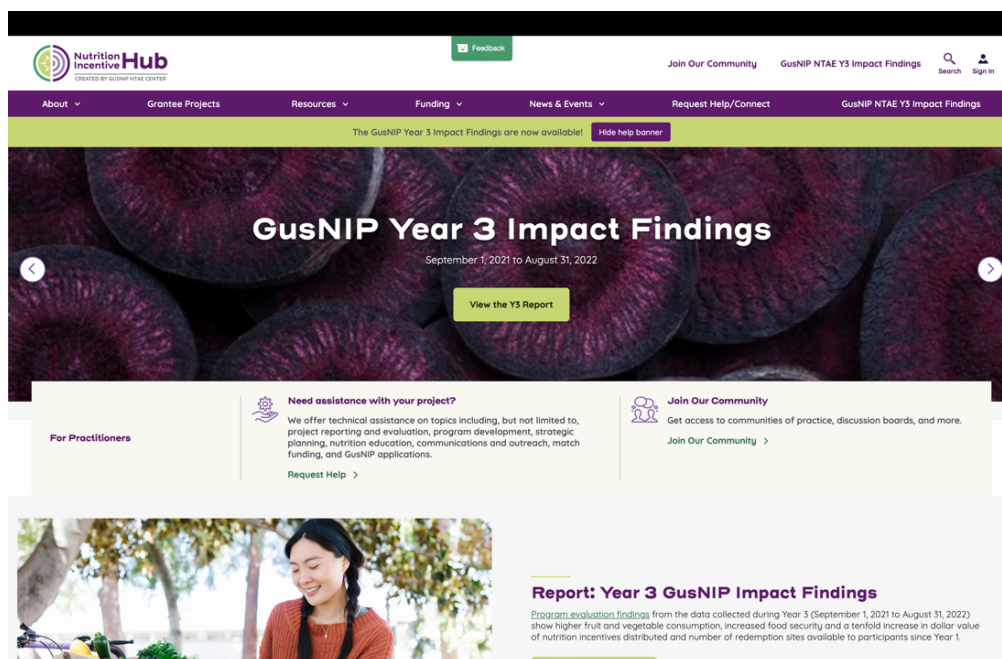


Figure 2 – Screenshot of the Nutrition Incentive Hub Website at <https://nutritionincentivehub.org>

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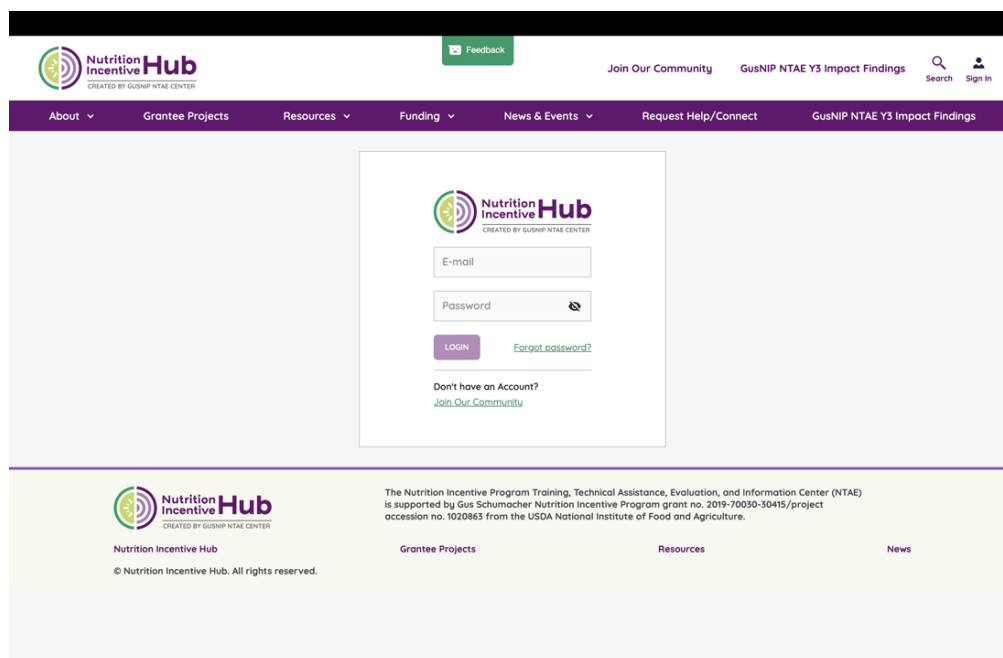


Figure 3 – Screenshot of the Nutrition Incentive Hub Secure Web Portal Login Page at <https://nutritionincentivehub.org/login>

Current Software and Use Case Descriptions

In addition to the public-facing website and secure web portal, the GusNIP NTAE team currently utilizes the following software in order to receive and provide assistance, document and track requests, view information about each grantee as well in aggregate, and visualize data.

Current Software Tools	Current Use Case Description
ArcGIS	ArcGIS is used by GSCN to map GusNIP site locations layered with other variables (e.g., community poverty levels) to demonstrate reach of these programs.
Microsoft 365	The full suite of Microsoft Office 365 is utilized across teams for communication, document generation, presentations, and data management/storage.
PowerBI	PowerBI is used by GSCN to generate and share data visualizations from the GusNIP project across partners.
Qualtrics	Qualtrics is GSCN's main survey administration platform used to collect participant-level surveys with GusNIP grantees.
Salesforce	FFN uses this for internal project management.
Smartsheet	Smartsheet is currently used for internal project management by GSCN and UCSF.
Zendesk	This is the primary system being used to manage incoming requests through a centralized email. FFN oversees this system, but multiple partners use it to different extents. We anticipate that the new integrated system will replace Zendesk.

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Software currently utilized by the GusNIP NTAE team may or may not be utilized depending upon vendor recommendations. The comprehensive Nutrition Incentive Hub brand and associated brand guidelines have already been developed and will be made available to the selected vendor in order to ensure visual and functional consistency across all components of the innovative integrated technology solution.

Solution Vision

The next four years (2023-2027) of the GusNIP NTAE (aka NTAE 2.0) desires to maximize efficiencies and increase outreach to all GusNIP audiences. In short, the selected vendor will develop an innovative technology solution that integrates with the existing [public-facing website](#) and [secure web portal](#). This newly developed “one stop shop” will provide a singular space where the GusNIP NTAE, Nutrition Incentive Hub specialists, and GusNIP audiences will go to seek and/or provide information and/or assistance. It is expected that the overall design and functionality of the innovative integrated technology solution will address the following key concepts:

A *frontend* available to applicants, grantees, and GusNIP audiences that includes:

1. *ASSISTANCE* via a help desk ticketing system, as well as via training and resource materials.
2. *INFORMATION* via participant, grantee, and site-level reporting functionality.
3. *DATA DASHBOARD* that enables real-time visualization of each grantee’s data as well as of aggregate GusNIP data.

A *backend* shared among GusNIP NTAE and Nutrition Incentive Hub (i.e., GSCN, FFN, UCSF personnel, other Nutrition Incentive Hub specialists) that includes:

1. *ASSISTANCE* via a help desk ticketing system that enables responding, tracking, and reporting about technical assistance issues and requests.
2. *INFORMATION* via a centralized, automated, collaborative, intuitive, interoperable system that facilitates searching/filtering and collaborating information about each grantee as well as the aggregate.
3. *DATA DASHBOARD* that functions as a repository for grantee data and enables real-time visualization of each grantee’s data as well as aggregate GusNIP data to support reporting and tailored technical assistance.

To identify inadequacies in our current technology ecosystem and develop a comprehensive vision for an innovative integrated technology solution, the GusNIP NTAE conducted a series of one-on-one interviews and focus groups. Identified inadequacies include: data redundancies, lack of data and information centralization, time-intensive navigation, difficulty building efficient workflows, prolonged processes to receive, track, and respond to requests, as well as absence of search options. Based upon the analysis of data resulting from one-on-one interviews and focus groups with GusNIP NTAE personnel, it is understood that the forthcoming innovative integrated technology solution (aka “one stop shop”) will include three interconnected functional aspects: (1) Assistance, (2) Information, and (3) Data Dashboard.

ASSISTANCE – an intuitive and user-friendly space for grantees (or others [e.g., public, media, potential grantees]) to ask questions, request assistance, etc. The assistance function will feature a help desk ticketing system (or

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similar system) for submitting, resolving, and tracking requests. This function aims to maintain the highly celebrated personal touch of currently provided GusNIP NTAE support while also improving the efficiency of receiving and responding to requests for assistance.

- Frontend experience - This assistance function is envisioned as a user-friendly and streamlined process to request assistance and/or information so that grantees can receive timely, accurate, and efficient responses. The system should not expect grantees to know precisely whom to contact (i.e., any door gets you to the right person). Each request is directed (based upon grantee-selected topical area(s) or categories) to appropriate individual(s) within the GusNIP NTAE.
- Backend function - Upon submission of a request for assistance, a notification(s) will be sent to appropriate individual(s) based on the topical area/category identified in the request. Notifications are communicated to appropriate GusNIP NTAE personnel via email, desktop notification, etc. Thereby diminishing the need for GusNIP personnel to routinely log into the system and manually check if there are requests in need of a response. In addition to receiving and responding to requests for assistance, it is expected that this functional area will also provide the ability for personnel to document each interaction to provide a valid record of what transpired with each grantee, and ultimately resolve and close the request when completed. Documentation will provide an ability to review each unique interaction as well as the history of interactions for each grantee across GusNIP NTAE personnel. Moreover, the centralization of information shall enable an ability to search across all interactions with all grantees in order to identify common questions and filter by key metrics and variables.

Therefore, information from the ASSISTANCE function will provide a component of each grantee's record and thereby integrate with the INFORMATION function (described below). In order to maximize effectiveness and efficiency of the assistance function, it is anticipated that the system will facilitate prompt response times (e.g., automatic reminders) and allow for consistent methods for documenting grantee interactions across multiple users. It is envisioned that documentation standardization will enable subsequent filtering and searching across all touchpoints/interactions. Moreover, there will likely be an ability to utilize the standardized form to document interactions occurring outside the system (e.g., phone, email) into the system.

INFORMATION – an intuitive and user-friendly space that collates all grantee information and provides an easy-to-review profile of each grantee. The information function will provide GusNIP NTAE personnel access to every piece of information about a grantee in real-time. Essentially an up-to-date record of information about a grantee, the grantee's project(s), as well as touchpoints with the grantee. Envisioned largely as a backend feature, the information function should allow all GusNIP NTAE personnel to quickly review information about a grantee in order to provide key insights and important context in preparation for an interaction with a grantee. All data should be secure, password-protected, and include permission-restricted access (note: some GusNIP data is protected by human subjects research regulations and/or Health Insurance Portability and Accountability Act (HIPAA)). It is anticipated that each grantee record will contain grantee characteristics (i.e., key information about each grantee and grantee project(s)) as well as assistance information (i.e., repository of interactions with each grantee [as described in ASSISTANCE function]). When appropriate, each grantee should have the opportunity to view and edit grantee characteristics information. It is expected that data within the information function will be intuitively filterable and searchable at both the individual grantee level as well as at the aggregate level. The ability to search within and across grantee records shall enable discoverability of discrete information, as well as identification of trends across all information. Data from the information function can be used as a component of the *DATA DASHBOARD* function

(described below) to generate reports and/or data visualizations.

DATA DASHBOARD – an intuitive and user-friendly space that provides an understanding of the data “at a glance.” This functional area is a visual representation of data from the *ASSISTANCE* and *INFORMATION* functions. We envision three primary components of the Data Dashboard function:

1. **PUBLIC** – At the frontend, there will be a public-facing data dashboard (i.e., within website; not permission restricted; visible to everyone) that clearly communicates aggregate GusNIP reach and impact.
2. **GRANTEES** – At the frontend within the secure web portal grantees will have access to a unique data dashboard for each of their projects (permission-restricted access granted to authorized personnel). This highly visual feature empowers grantees to select from available metrics to access, analyze, interpret, utilize, and visualize their data. Providing as much information as possible enables grantees to quickly understand their project and how it compares to other projects (e.g., filter data to view projects based upon selected variables) and/or aggregate data.
3. **GusNIP NTAE** – At the backend is the visual representation of key information and core metrics from the *ASSISTANCE* and *INFORMATION* functions. This visual feature will empower GusNIP NTAE personnel to select from available key metrics to access, analyze, interpret, utilize, and visualize each grantee’s data. Providing as much information as possible will enable GusNIP NTAE personnel to quickly understand each grantee’s characteristics as well as project information and status. Users should be able to run reports about selected data without any need to develop additional customizations.

USER PERSONAS

The following are summarized descriptions of expected users of the website, secure portal, and innovative integrated technology solution. User personas are grouped into primary functional categories (i.e., frontend and backend) and are listed alphabetically within each category.

Frontend User Personas (ABC order)

- **Agency:** A government body that provides federal assistance and funding for large scale initiatives, including USDA NIFA, which facilitates GusNIP.
- **Applicant:** An organization that is seeking GusNIP funding from USDA NIFA. Applicants are required to engage with the NTAE and its resources during an annual application process.
- **External Evaluators and Researchers:** These individuals typically work with grantees to design and evaluate NI/PPR projects and report data to the GusNIP NTAE.
- **Funders:** Organizations that provide the funds or grants to execute NI or PPR projects or provide funding for research and evaluation related to such projects outside of the primary USDA GusNIP funding mechanism (e.g., match funding for NI awards, which is a requirement for these awards). These organizations may be existing funders or prospective funders. This includes state or local governments, private foundations, health care providers, insurers, and others.
- **Grantee:** An organization that has been awarded a GusNIP grant by USDA NIFA, and conducts NI or PPR project(s), grantees provide data to the GusNIP NTAE in order to evaluate the effectiveness of the grant. These groups are required to report core metrics (participant surveys and sales/transaction data) as part of

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the overarching evaluation and they obtain technical assistance from our systems.

- **Grantee Partner:** Designated partners of a grantee who aid in the grantee's work. For example, the health care partner of a PPR grantee or a state-wide grocers' association that oversees programming at brick and mortar (e.g., grocery) or farm direct (e.g., farmers market) sites.
- **Healthcare Provider:** A health care industry professional that serves patients and/or can prescribe fruits and vegetables. In some instances, they will provide clinical data of participants or interface with patients to obtain participant-level surveys. This persona is specific to PPR projects.
- **Participants/Residents:** Individuals/participants who receive support through NI and PPR projects.
- **Policymaker:** A governing body or group that makes or influences policy decisions around nutrition, food, and health. These bodies may be at the federal, state, or local level and desire to receive information about their constituencies.
- **Retailer or Clinic Sites:** This role can be either a retail grocer (brick and mortar) who distributes and sells food to a participant through NI and PPR projects, a farmers market with several vendors who sell their produce directly to a participant, or a clinic that distributes prescriptions for vegetables and/or fruits to patients. Authorized retailers must comply with reporting requirements in order to receive reimbursement.

Backend User Personas

- **Nutrition Incentive Hub Specialists:** Nutrition Incentive Hub specialists are individuals that have expertise in key NI or PPR project areas and will utilize the backend of the innovative integrated technology solution to provide optimal technical assistance.
- **NTAE Lead Partners:** GSCN, FFN, and UCSF provide leadership in the GusNIP NTAE and Nutrition Incentive Hub and will utilize the backend of the innovative integrated technology solution to provide evaluation and technical assistance support.

Proposed Scope

This RFP is focused initially on the **Discovery** phase [2 months], which includes conducting an environmental scan and functional assessment of the current software landscape. This should result in prioritizing problems and opportunities with a focus on what can be reasonably accomplished that drive value for beneficiaries and constituencies. One or more proofs of concept and/or roadmaps may be required to understand the feasibility and complexity of implementing the technology solution.

Once the problem and opportunity are clearly defined, and one or more solution sets are defined (time estimates are provided below, but can be flexible):

- The **Design** phase [3 months] explores and articulates the organization, behaviors, and structures for the elements of the technology solution. This may include wireframes and one or more functioning prototypes.
- The **Deployment** phase [3 months] will include implementation of the approved architecture, software, migration, and training on the innovative integrated technology solution.
- The **Maintenance** phase [month 1 until August 2027] will include ongoing assistance, de-bugging, subsequent refinements, and updates. It is expected that the selected vendor will be responsible for

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ongoing assistance, de-bugging, subsequent refinements, and updates for the newly deployed innovative integrated technology solution as well as the existing Nutrition Incentive Hub website and secure web portal.

Budget and Budget Justification

Grant funding will be awarded by USDA NIFA to GSCN annually over four years (2023-2027). Budget requests must align with federal funding guidelines. As a result, the contract with our selected partner will also follow this financial distribution that aligns with a fiscal year commencing annually on September 1. The year 1 budget will include Discovery, Design, and Deployment Phases. Budgets for subsequent years will include the Maintenance Phase. We request that responses to the RFP include a budget for year 1 (February through August 2024) and a projected budgetary estimate for the remaining 3 years (September 2024 through August 2027). Proposed budgets are not to exceed \$650,000 (including indirect costs) for the duration of the four-year contract. Please note, budget amounts are inclusive of all costs, including items such as: partner fees, tool software, licensing and implementation costs, travel costs, third party consulting fees, translation costs, etc. For the major categories included in your budget request, provide a brief justification for the items (e.g., salary and benefits, materials) and description of how it relates to your team's work. Provide a brief description of the items and justification of indirect costs.

RFP Timeline

Milestone	Date
RFP Sent to Vendors	November 29, 2023
Vendors to Communicate Intent to Respond	December 11, 2023
Questions Due from Vendors	December 15, 2023
GSCN Responds to Questions	December 22, 2023
Final Proposal Submissions Due	January 12, 2024
Vendor Presentations	Week of January 29, 2024
Vendor Selection	February 9, 2024

Vendors are encouraged to communicate an intent to respond by December 11, 2023. However, communication of intent to respond is not required nor is it binding (i.e., does not enter into the review of a subsequent application). Communication of intent allows GusNIP NTAE personnel to estimate the potential workload and plan the review more accurately.

RFP Contact

Dr. Justin D Shanks

jshanks@centerfornutrition.org

Questions and Clarifications

We ask each vendor to communicate their intent to respond by December 11, 2023. Furthermore, each vendor should submit any questions or requests for further information by December 15, 2023. GSCN will make every attempt to answer all questions from the vendors; however, GSCN is not required to do so. To assure consistent

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interpretation of the RFP, all questions and answers will be made available to all vendors that intend to respond to the RFP by the date outlined RFP Timeline. Please direct all questions and requests for information via e-mail to Dr. Justin D Shanks (jshanks@centerfornutrition.org).

Proposal Submission Process

Please prepare a proposal document (.docx or .pdf format preferred) that answers the questions below. Submit your proposal document via email to Dr. Justin D Shanks (jshanks@centerfornutrition.org). You will receive an email confirming successful receipt of your proposal. Review of successfully received proposals will begin no later than January 12, 2024. Top candidates may be asked to deliver a presentation on their proposed approach and participate in a live question-and-answer session with core NTAE partners, totaling 60 minutes, during the week of January 29, 2024.

Required Questions

Organization Background and Approach

1. Provide your company's background including year founded, number of employees, and three- year previous annual revenue.
2. Define your company's products and services as they align with our goals and objectives as expressed in this RFP.
3. Briefly describe your capabilities in the following disciplines. You are welcome to provide certifications, skills, competencies, and years of experience.
 - a. Software Development
 - b. Cloud Computing Services Design and Implementation
 - c. Website Design
 - d. Web Application Platforms
 - e. Systems Integration
 - f. Business Process Automation and Workflows
 - g. Collaboration Platforms
 - h. Business Intelligence
 - i. Security
 - j. Experience Design / Customer Service
 - k. Public Health Nutrition, Health, Health Care, and/or Behavioral Science
4. Describe your experience in working with non-profit and government related organizations. We are interested in learning about the types of projects that you have experience with.
5. What Website platforms and solutions do you have experience with?
6. What Web Application platforms and solutions do you have experience with?
7. Are you a certified partner for any vendors or solutions?
8. Does your company manage solutions after they are delivered and provide sustained engineering and support?

Case Studies, References

1. Provide at least two case studies or work samples that highlight your experience with Website Design and Web Application Development.
2. Provide three references and contact names of previous client/customer engagements.

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Approach to Each Phase

1. Share your engagement process for the Discovery, Design, Deployment, and Maintenance Phase engagement.
2. Describe the resources and team model for the Discovery, Design, and Deployment, and Maintenance Phase engagement.
3. What are the activities you are recommending for the Discovery Design, Deployment, and Maintenance Phase?
4. What do you think are the deliverables and outcomes for the Discovery, Design, Deployment, and Maintenance Phase?
5. Given the geographically distributed nature of the team and the need for distance working, what is your approach to collaboration?
6. What is your estimated time for the Discovery, Design, Deployment, and Maintenance Phase?
7. What resources do you require from Gretchen Swanson Center for Nutrition (lead organization)?
8. Share your ideas about a solution for an innovative integrated technology solution.

Budgetary Estimates and Duration for Discovery, Design, Deployment, and Maintenance Phases

1. What is your pricing structure and estimated fees?
2. Provide a budgetary estimate for the Discovery, Design, and Deployment Phases. We welcome a range of options.
3. Provide a budgetary estimate for the Maintenance. We welcome a range-based approach.

Intent and Purpose

Interested parties should submit their intent to respond via email to Dr. Justin D Shanks (jshanks@centerfornutrition.org) by December 11, 2023, including the following information for RFP communication purposes:

- Organization name
- Organization URL
- Contact name and title
- Contact email address
- Contact phone number

Confidentiality

Proposal information and responses will be for GSCN and its designated partner's use only. Trade secrets and other proprietary data contained in proposals may be held confidential if the vendor requests, in writing, that GSCN does so, and if GSCN agrees, in writing, to do so. Material considered confidential by the vendor must be clearly identified in the response.

Rejection of Bid

GSCN reserves the right to reject any and all proposals. This RFP does not constitute an order or any obligation on the part of GSCN. GSCN is not liable for any costs associated with the preparation of vendors' proposals or for any other costs incurred by vendors before the execution of a contract, and then only as provided in the contract.

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About GSCN, FFN, and UCSF

In the NTAE, the Gretchen Swanson Center for Nutrition (GSCN) will oversee all work as well as all reporting and evaluation efforts. Fair Food Network (FFN) will lead training and technical assistance efforts. University of California San Francisco (UCSF) Center for Vulnerable Population will lead PPR project services.

Gretchen Swanson Center for Nutrition (GSCN)

Founded in 1973, the Gretchen Swanson Center for Nutrition is a national nonprofit research institute providing expertise in measurement and evaluation to help develop, enhance and expand programs focused on healthy eating and active living, improving food and nutrition security and healthy food access, promoting local food systems and applying a health equity lens across all initiatives. The Gretchen Swanson Center works nationally and internationally, partnering with other nonprofits, academia, government and private foundations to conduct research, evaluation and scientific strategic planning.

Fair Food Network (FFN)

Fair Food Network is a national nonprofit and investor that grows community health and wealth through food. We know that entrenched inequities limit many people's access to money, political momentum, and supportive networks. Our work transforms how those essential resources flow through the food economy, building equity in communities across the country.

University of California San Francisco (UCSF)

UCSF is part of the 10-campus University of California, the world's premier public research university system, with UCSF dedicated exclusively to the health sciences. The Food Policy, Health, and Hunger Research Program is housed within UCSF's Center for Vulnerable Populations (CVP) and committed to creating communities where healthy food is affordable and easily accessible by everyone through a combination of strategic research, policy, and community-based programming.

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