

REQUEST FOR PROPOSALS (RFP)

RFP# SP-20170109

THE CHILDREN'S AID SOCIETY OF THE DISTRICT OF THUNDER BAY

STRATEGIC PLANNING

Issue Date: 9 January 2017

Closing Date: 3 February 2017

Submit to: The Children's Aid Society of the District of Thunder Bay
1110 Jade Court
Thunder Bay, Ontario P7B 6M7
Attention: Brad Bain
Brad.bain@thunderbaycas.ca

Contents

Nature of Consulting Assignment.....3
 Purpose3

Scope.....4
 Deliverables4
 Closing Date and Time.....5
 Facsimile Bids6
 Instructions to Proponents.....6
 Timelines7

Period of Performance8

Confidentiality8

Proprietary Information.....8

Proposal Costs8

Selection Process8

Evaluation of Proposals.....9
 Assessment Criteria Weight9

Negotiations10

Indemnification10

Proponents’ Statement of Understanding.....10

Proof of Ability/Prior Experience11

Pricing Requirement11

Principal/Replacement.....11

Assignment.....11

Conflict of Interest: No Use or Inclusion of Restricted Parties11

Disclaimer12

Nature of Consulting Assignment

Purpose

The Children's Aid Society of the District of Thunder Bay (Society) is seeking proposals for a highly skilled Strategic Planning consultant(s) with a proven record of success working with complex organizations and diverse stakeholders to develop a sustainable and responsive five year Strategic Plan.

It is anticipated the new Strategic Plan will build on work completed by the Society through our corporate values of integrity, diversity and dignity. All of these values inform our Strategic Direction priorities of strengthening families, permanency, placement stability and educational achievement of our in and after care populations.

The consultant must possess proven experience in innovative and inclusive Strategic Planning and community engagement. Knowledge of the Child Welfare sector would be considered an asset.

Society Overview

A copy of the current organizational chart for the Society is attached as Schedule "A" for reference.

Society information and Annual reports are available on the Society's website:

<https://www.thunderbaycas.ca/article/annual-reports-170.asp>

Key Objectives

The key objectives are the development of a Strategic Plan that will ensure the Society succeeds in the following:

- overall integrity of the organization – including vision, mission, strategic priorities and values;
- quality of programs and services;
- financial soundness;
- compliance with all statutory requirements;
- responsive to the needs of the broader community including the children, youth and families who receive services.

Scope

The scope of the project may include but not be limited to:

- Involving a cross section of key stakeholders, including board members, employees, volunteers, foster/kinship care/adoptive families, families, youth and diverse community partners for the purposes of gathering of stakeholder assessment and recommendations.
- Performing a needs assessment / environmental scan – reviewing existing plans and documents pertinent to a comprehensive Strategic Plan, identifying trends and patterns that are applicable, analyzing strengths, weaknesses, opportunities and threats to ensure the Society is a responsive, accountable, innovative, inclusive and anti-oppressive agency.
- Using the appropriate tools (interviews, surveys, focus groups) to gather relevant information.
- Facilitating meetings; assisting and processing discussion and decision-making
- Ensuring that conversations are progressive, innovative, and oriented towards a shared plan.
- Analyzing the organization's current state.
- Determining our future state.
- Clarifying our objectives and strategies.

Desired Project Outcomes

- Establishment/revision of organizational vision, mission, strategic priorities and organizational values with measurable goals, monitoring tools, schedules and outcomes.
- An Action/Implementation Plan.
- A Stakeholder Communications Plan.
- A priority list of actions and resources needed to implement the new Strategic Plan.

Deliverables

- Create a work plan that will guide the Strategic Planning process.
- Prepare a draft report of the Strategic Plan for the Society's Project Team.
- Develop the final report, including implementation plan, communications plan and visual of the new Strategic Plan.

The plan must:

- clearly articulate how the Society can best position itself to continue its role as an innovative and collaborative local leader.
- outline near to medium term objectives and priorities.
- include measurement indicators for evaluation and tracking purposes.
- include actions to enhance the success of the long-term strategies.
- include a summary of critical issues facing the Society in its effort to meet the goals set forth in the plan.

Proposal Submission

The Society requires the prospective Consultant to submit a Proposal in hard copy (3 copies) and an electronic copy as set out herein. The Proposal should include but not be limited to the following components:

- an overview of the proposed methodology;
- the approach that will be undertaken;
- any tools, research and analysis that will be used;
- how any data will be collected and analyzed;
- names of the key personnel to be assigned with resumes outlining qualifications and experience;
- relevant experience of key personnel and the firm in conducting the assignment of the nature set out herein;
- names and contact information for a minimum of three (3) references who can attest to the Consultant's performance on similar assignments;
- resource requirements from the Society i.e. office space, internet access, and tasks to be undertaken;
- potential risks and mitigation strategies;
- project schedule with relevant milestone dates identified; and
- project costing which shall include all fees, disbursements and applicable taxes.

Closing Date and Time

Proposals (hard copy or electronic mail) must be received by the Society, not later than **3 February 2017 by 17:00 hours (E.S.T.)** attention Brad Bain. The Society will not accept submission of any Proposals after the Closing Time on the Closing Date. The Society is not responsible for delays caused by any delivery service, including Canada Post.

Facsimile Bids

Faxed responses *will not be accepted*.

Instructions to Proponents

It is the Proponent's responsibility to understand all aspects of the RFP and to obtain clarification if necessary before submitting their Proposal.

All questions should be directed to Brad Bain. Failure to comply with this request may result in disqualification of any Proposal. Inquiries will be accepted from bidders up to five (5) days prior to the Proposal due date and responses to issues of substance will be shared with all Proponents.

The Society reserves the right to revise this RFP up to the Proposal submission date and will forward any amendments to the Proponents as soon as practicable. No statement, whether oral or written, made by the Society, shall be deemed or construed to add to, subtract from, or otherwise amend the Proposal documents unless issued as an Addendum in accordance with this item.

Each Addendum shall be transmitted by e-mail or courier to the Proponent, or by other appropriate means where an electronic tendering system or portal is being utilized.

The onus is on the Proponent to ensure it has received all Addenda related to this RFP. By submitting a Proposal, the Proponent is agreeing that all Addenda are incorporated.

Proponents may not make modifications to their Proposals after the closing date and time except as may be allowed by the Society.

The Society may reproduce any of the Proponent's Proposal and supporting documents for internal use.

The Society will destroy/shred unsuccessful Proposals once the successful Proponent has been selected.

The Society will not be obligated in any way by the Proponent's Proposal. The Society will not return any of the Proponent's Proposal or supporting documents.

Proposals that do not comply strictly with the terms and conditions hereof may be declared informal and/or disqualified. Proposals that are incomplete, conditional, or obscure will be rejected. Submissions not meeting mandatory requirements will be disqualified.

The signed Proposal submission shall be taken as a statement of understanding the requirements and agreement to comply with the obligations and any supplementary terms and conditions, or addenda stated in the Proposal documents. The signed Proposal submission confirms pricing and by signing the Proposal submission forms,

agreement is made to no omission of any items from the Proposal and will be bound by law to supply the services as specified at the prices proposed.

Timelines

Although every attempt will be made to meet all dates, the Society reserves the right to modify or alter any or all dates at its sole discretion. All Proponents will be notified in writing by e-mail to the address provided by the Proponent any dates subjected to change.

Proposals due: **3 February 2017**

Deadline for questions: **27 January 2017**

Selection of successful applicant: **week of 27 February 2017**

Project Start Date: **On or about 13 March 2017**

Final project/process completed, including all deliverables: **16 June 2017 or no later than 11 September 2017 (note; completion will be 3 – 6 months from the start date)**

The Society also reserves the right to defer or abandon implementation at its sole discretion.

Period of Performance

Time shall be material and of the essence in the contract.

The Consultant shall be responsible for completing the contract by the completion date set out in this RFP, or if not, as agreed in writing between the Consultant and the Society.

Confidentiality

The contents of this RFP, information divulged by the Society during the performance of the services and any resulting deliverables are strictly confidential and may not be divulged or disclosed to anyone without the prior written consent of the Society. The Proponent shall not issue any publicity or news release pertaining to this RFP, or any selection or contract, without obtaining the prior written approval of the Society.

Proprietary Information

Materials submitted in response to this competitive procurement shall become the property of the Society. Any information in the Proposal that the Proponent desires to claim as proprietary and exempt from disclosure under the provisions of applicable law shall be clearly designated. Each page claimed to be exempt from disclosure must be clearly identified by the word "Confidential" printed on it. Marking the entire Proposal exempt from disclosure will not be honoured.

Proposal Costs

The Proponent has the sole responsibility for any costs associated with preparing its Proposal in response to this Request for Proposals. In no event will the Society be liable for the costs of preparation or submission of any Proposal, whether accepted or rejected.

Selection Process

The Society bases any decision to award a contract on the Proposals submitted. Proponents should include all requirements, terms and conditions it may have in their Proposal, and should not assume that any opportunity will exist to add such matters after the Proposal is submitted.

The Society reserves the right, at its sole discretion, to negotiate with any Proponent as it sees fit, singularly or concurrently.

Evaluation of Proposals

The Society is seeking Proposals from Consultants who are both interested in and capable of undertaking the Assignment. The onus is on the Proponent to demonstrate their knowledge, understanding and capacity to conduct the work outlined in this RFP.

The Society reserves the right to:

- seek clarification deemed necessary to evaluate the responses received; and
- conduct reference checks submitted with each Proponent's Proposal.

A Society Project Team will evaluate the submitted Proposals based on a combination of qualifications and price. Proposals will be evaluated based on all information provided by the Proponent at the time of submission as well as any additional clarification information requested. Each Proposal will be reviewed to determine if the Proposal is responsive to the submission requirements outlined in the RFP.

In evaluating any of the categories, the score to be ascribed to the category or weighting to be attributed to the category shall be determined by the Society Project Team in its sole discretion. Given that these are often subjective matters, there is no requirement on the part of the Society to use any formulas or mathematical approach and that the Society's opinion and assessment of each Proposal is to be determined by the Society in its sole and absolute discretion.

Following the evaluation, the Society reserves the right to accept or reject any and all Proposals.

Assessment Criteria Weight

Overall submission, quality and completeness	10%
Relevant firm experience and references*	10%
Project approach, deliverables and schedule	30%
Cost	35%
Assigned staff experience	15%
TOTAL	100%

* NOTE – Poor references may result in the immediate rejection of the Proponent at the discretion of the Society.

The Proposals shall be evaluated by the Society's Project Team using the above rating scheme as a guide only.

Negotiations

Proponents may be required to enter into discussions for the purpose of clarification to assure full understanding of, and responsiveness to, the solicitation requirements. Shortlisted Proponents shall be accorded fair and equal treatment with respect to any opportunity for discussions and revision of Proposals, and such revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. In conducting discussions, there shall be no disclosure of any information derived from Proposals submitted by competing Consultants.

Consultants shortlisted for consideration may also be asked to present their proposal to the Society's Project Team. All costs associated with this will be borne by the Consultant.

Indemnification

The successful Proponent agrees to indemnify and hold harmless the Society, its members, Directors, Officers, Employees and Agents from and against all suits, judgments, claims, demands, expenses, actions, causes of action and losses for any and all liability for damages to property and injury to persons (including death), and for any incidental, indirect, special or consequential damages or any loss of use, revenue or profit as a result of or arising out of or in relation to the performance by the Proponent Consultant under or any breach of the terms of the Agreement by the Proponent or arising from or relating to the RFP including the Proponent's own default, negligence or misconduct, or those of its employees, agents and contractors. The Consultant will also provide as part of the Agreement an indemnity and any required waivers of claim.

Proponents' Statement of Understanding

It is understood that the Proponent has carefully examined the RFP and all of the Proposal documents and have carefully examined the Work to be performed under the Contract if awarded. The Proponent also understands and accepts the said RFP and Proposal documents, and for the prices set forth in the Proposal, hereby offers to furnish all tools, apparatus and other means of implementation, and materials to complete the terms and conditions and requirements in strict accordance with the RFP.

There is no representation, express or implied, made as to the accuracy or completeness of any information supplied by the Society or any others to any of the Proponents including whether the information is suitable for the purposes of any Proponent and the Society expressly disclaims any and all liability for any errors or omissions in such information or which may be contained in any oral or written communication transmitted or made available to any Proponent and all risk with respect

to unknown, undisclosed conditions shall rest with and remain with the Proponent. The contract shall be governed and interpreted in accordance with the laws of the Province of Ontario and Government Procurement Directives.

Proof of Ability/Prior Experience

The Proponent may be required to show, in terms of experience and facilities, evidence of its ability, as well as that of any proposed subcontractor, to perform the work by the specified delivery date. The Society shall be entitled to take into account as part of its evaluation of any Proposal any past experience that the Society has had with any Proponent, whether favourable or unfavourable, and including specifically any contracts, contract disputes, litigation or other experience or dealings whatsoever or reputation that the Proponents may have, or any of them, with such entities.

Pricing Requirement

All prices bid shall include applicable taxes, insurance and all other charges of every kind attributable to the work. This is intended to be a fixed price contract with no extras unless specifically provided for otherwise in this RFP. All work required or desired under the terms of this RFP is to be included in the price and the price is not to be subject to adjustment, including due to unknown or undisclosed conditions, increases in costs and taxes, cost of labour, unavailability of labour or materials, increases in cost of materials other than the changes in HST.

Principal/Replacement

The Proponent acknowledges that any principals and/or key personnel, workers, Consultants or contractors identified in the Proposal, may not be replaced during the term of this contract without the prior written consent of the Society.

Assignment

The Consultant shall not assign the contract or any portion thereof without the prior written consent of the Society.

Conflict of Interest: No Use or Inclusion of Restricted Parties

- a) Restricted Parties are not eligible to advise any Proponent in the RFP selection process and must not participate as an employer, advisor, Consultant, investor,

member or any other capacity whatsoever with any Proponent. The Society may, in its sole and absolute discretion, disqualify a Proponent who uses any matter including in its Proposal or preparation thereof a Restricted Party. The onus is on the Proponent to ensure it does not use or include any Restricted Party.

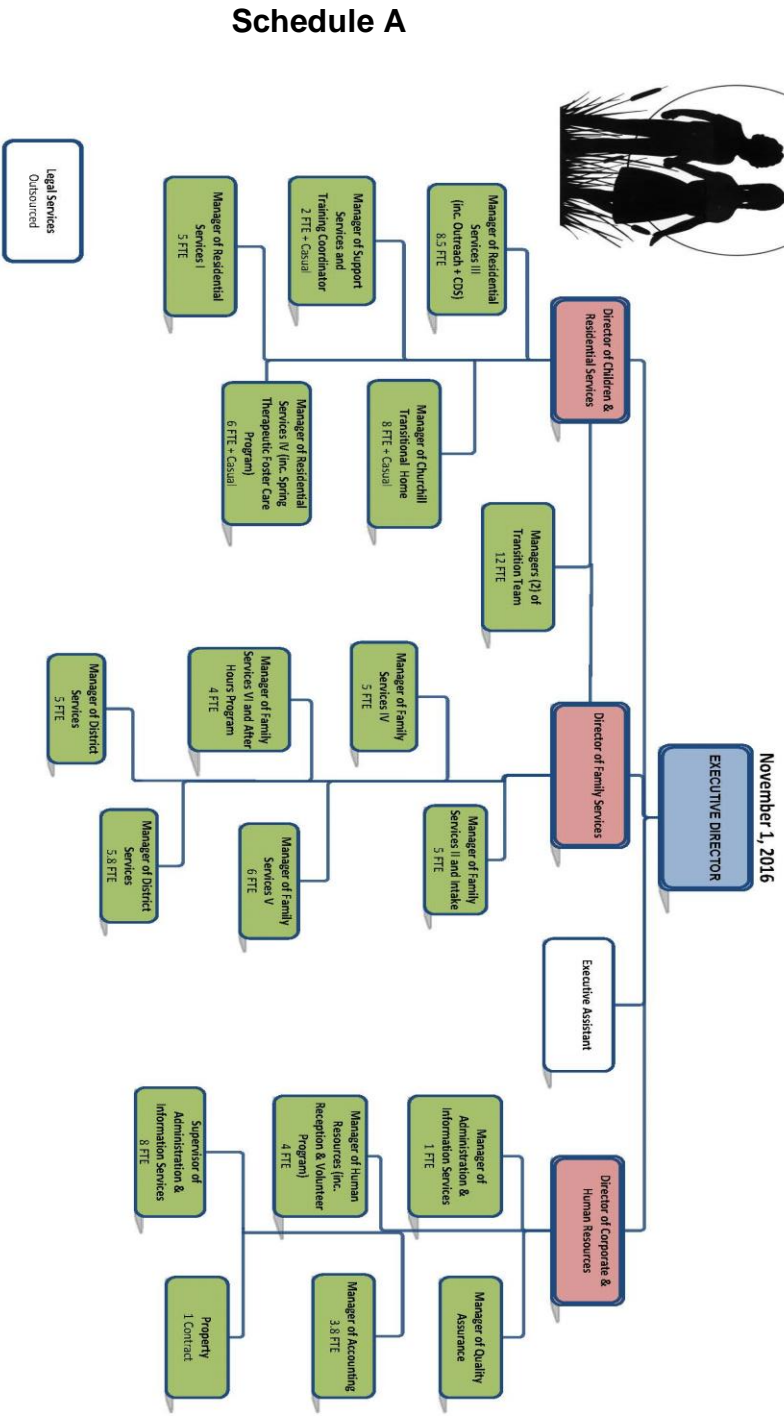
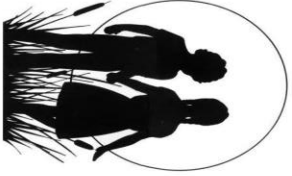
- b) Restricted Parties include any person who would be defined to be in conflict of interest under the provisions of the Municipal Act and any parties, because of their direct, recent or current involvement in the selection process or with any of the parties to the selection process, including the RFP evaluation team, the Society, its employees, its officers and directors.
- c) Proposals may be disqualified at the sole and absolute discretion of the Society if: a) the Restricted Party is acting as an advisor or member of the Proponent's team; b) the Proponent makes contact with any person who the Proponent is prohibited by the RFP from contacting; c) they include a false or misleading statement, claim, warranty or representation.

Disclaimer

The Society reserves the right to:

- Not accept the lowest price of any proposal
- Terminate the Request for Proposal for any reason, with no liability to the Society or recourse by the proponent, at any time prior to the execution of a written contract.

The Children's Aid Society of the District of Thunder Bay



Schedule A