

REQUEST FOR PROPOSAL (RFP)

RFP DESCRIPTION:	The Association of Native Child and Family Services Agencies of Ontario (ANCFSAO) requests consulting, facilitation and writing services to assist with the development and update of a Three-Year Strategic Plan.
CONTACT FOR INFO:	Eva Medeiros, Executive Assistant, emedeiros@ancfsao.ca
SUBMISSION FORMAT:	Email submission in a Portable Digital Format (PDF) addressed to emedeiros@ancfsao.ca
DUE DATE & TIME:	Friday July 23, 2021, by 2:00pm EST

1. PURPOSE

ANCFSAO is seeking the services of a consultant to facilitate and assist the Board of Directors to:

- Review existing organizational Vision, Mission, and Values;
- Develop a Three-year Strategic Plan that will focus on ANCFSAO's Vision, Mission, Values and services;
- Development of questionnaires and identifying stakeholders that will be interviewed to assist in completing a SWOT analysis (relevant to current/future political, sector, financial, technical, environmental issues); and
- Develop and prioritize strategic goals and establish measurable goals, objectives, relevant timelines and performance indicators.

2. BACKGROUND

Established in 1994, the Association of Native Child and Family Services Agencies of Ontario (ANCFSAO) is a provincial organization mandated to build a better life for all Indigenous children through promoting the delivery of culturally based services to Indigenous children, families, and communities.

ANCFSAO acts as a resource in assisting its member agencies towards the provision of high-quality, community-based child welfare and family well-being services to Indigenous people through education and training, policy development and analyses, and research and advocacy.

ANCFSAO offers technical expertise and advice on all matters relating to child and family well-being to the First Nations that its member agencies serve.

ANCFSAO's membership is comprised of 11 mandated and 1 pre-mandated Indigenous Child and Family Services Agencies. Our member agencies provide over 60 Indigenous child and family well-being programs and services to 119 of 133 First Nations and urban centres across the province.

In total, ANCFSAO's members serve 90 percent of all First Nations communities in Ontario. We are deeply honoured to serve our member agencies and to provide the reach, coverage, and service delivery we do as a result of our valuable relationships with them.

The 12 member agencies are as follows:

- Anishinaabe Abinoojii Family Services
- Dilico Anishinabek Family Care
- Kina Gbezhgomi Child and Family Service
- Kunuwanimano Child and Family Services
- Mnaasged Child and Family Services
- Native Child and Family Services of Toronto
- Nogdawindamin Family and Community Services
- Payukotayno James and Hudson Bay Family Services
- Tikinagan Child and Family Services
- Niijaansinaanik Child and Family Services
- Weechi-it-te-win Family Services Inc.
- Dnaagdawenmag Binnoojiiyag Child and Family Services

3. SCOPE OF WORK

The Consultant's scope of work is to facilitate and conduct the entire strategic planning process for ANCFSAO with the assistance of the Executive Director. The Consultant will be expected to provide expertise and advice and work with the Executive Director on the format and process for strategic plan development. The Consultant will be required to skillfully guide organized discussions the Board and senior staff that will focus on and lead to a final strategic plan. The consultant will be expected to develop the framework and text of the Strategic Plan, along with the assistance of the Board and Executive Director as needed.

Unless otherwise directed by ANCFSAO, the Consultant's key deliverables are as follows:

- Conduct a review of ANCFSAO's current organizational structure; sector, political and business environments, in Ontario and other relevant, related research deemed necessary.
- Development of questionnaires, identifying internal and external stakeholders, and conduct interviews with stakeholders.
- Based on these findings, develop a detailed Strategic Planning Process Model and Agenda for a two-day Board Retreat, complete with key milestones and timelines, for ANCFSAO input and pre-approval.
- Facilitate the ANCFSAO Board two-day Strategic Planning Retreat in November of 2021, location TBD and/or it may be conducted virtually.
- Prepare a draft of the Strategic Plan that is based on the information gathered at the Retreat with Board input; and
- Participate in post retreat follow up telephone meetings with the Executive Director and/or Board Directors as required.

The Strategic Plan should clearly reflect ANCFSAO's strategic vision and, as a very minimum, include the following:

- ANCFSAO's Vision, Mission, Goals, outcomes, activities, performance indicators, leads, and timelines.
- Key values and guiding principles to assist direction and decision making; and
- Recommended actions to achieve strategic vision and goals.

Supplementary information could include:

- Summary of the strategic planning process.
- List of strategic issues and observations relevant to ANCFSAO; and
- Performance measurement tools during the implementation phase.

The Strategic Plan should be clear and concise; it should be in a format that includes a one-page summary that can be shared publicly with Director Member Organizations, community, government, lenders, tenants, and other stakeholders.

4. PROPONENT REQUIREMENTS

Consultants are asked to submit a Proposal including a Statement of Qualifications for this project. This RFP is intentionally loosely structured in order to enable the Proponent the discretion to determine the best information to submit in order to be responsive to the project. However, the Proponent's submission must demonstrate skills, expertise, and experience in the areas of consulting and facilitating the development of corporate strategic planning that meet or exceed the professional, creative and experience qualifications set forth in this request. Please include the following:

- 4.1. Provide background information on your practice, your work with strategic planning, your knowledge of Indigenous culture and organizations. Identify the project manager and other key personnel who will participate.
- 4.2. Explain your general approach to strategic planning and particularly how you will work with ANCFSAO during the strategic planning process.
- 4.3. Provide a minimum of (3) three contact references from other clients starting with the most recent project first. Samples of work with web links, and links to presentations made during strategic plan facilitation will be particularly helpful.
- 4.4. Indicate ability to meet project schedule, specifically ability to work with ANCFSAO to complete the draft Strategic Plan during the Board two-day retreat.
- 4.5. Given the schedule, please provide your thoughts on the approach to conducting the SWOT analysis.
- 4.6. Please set forth any unique qualities your firm possesses that other firms do not have.
- 4.7. An emailed Proposal in PDF format must be received by Eva Medeiros, address listed above, by 2:00pm on Friday July 23, 2021.
- 4.8. Provide a reasonable range of costs and range of scope based on your expertise with strategic planning in like-sized organizations. Actual scope of the project will be negotiated between the successful consultant and ANCFSAO.

5. GENERAL INFORMATION

- Submissions to ANCFSAO become the property of ANCFSAO and no compensation of any kind is due to Proponents.
- Proponents requesting information will be required to sign a Confidentiality Agreement.
- Proponent contact with anyone other than the authorized contact person(s) is forbidden and is grounds for elimination from the selection process.
- ANCFSAO reserves the right to reject any or all proposals submitted and/or to request additional information or clarifications from proposers, and/or to allow corrections of errors or omissions.
- ANCFSAO may modify, supplement, or amend the provisions of this RFP as deemed necessary or appropriate by and in the sole judgment of ANCFSAO.
- ANCFSAO may invite one or more Proponents to make an oral presentation. The interview, if requested by ANCFSAO shall be conducted to solicit information to enable ANCFSAO to better evaluate the capability of the Proponent to provide consultation, facilitation and strategic planning services.
- This RFP does not commit ANCFSAO to issue an RFP and ANCFSAO, at its sole discretion, may select a qualified consultant from the RFP submitted.
- This RFP is not intended, and shall not be construed, to commit ANCFSAO to pay any costs incurred in connection with responding to this RFP or to procure or contract for any services.
- All RFP submissions become the property of ANCFSAO and will not be returned,

6. PROPOSED CALENDAR

- Request for Proposal issued on **June 24, 2021**.
- Due Date and Time for RFP submissions is **Friday July 23, 2021, at 2pm EST**.
- Selection and notification to all Proponents is anticipated to occur by **July 30, 2021**.

7. EVALUATION

The review and selection process will consider the following factors:

- Relevant experience of the firm and key personnel, including professional qualifications, specialized experience and technical competence, reputation of personnel for working in an efficient, effective, proactive and ethical manner, past experience of activities that might present a conflict of interest for the firm or for ANCFSAO (40 points);
- Ability to advise and represent the ANCFSAO in an efficient and effective manner (20 points);
- Quoted fees as applied to ANCFSAO's proposed need for services.
 - The quoted fee shall clearly outline the total number of estimated hours and the hourly rate(s) on the basis of conducting the work virtually.
 - Additional time for hosting an in-person session shall be separately disclosed but not included in the total cost (30 points based on a relative weighting); and
- Any other factors relevant to the determination of which Proponent should be selected (10 points).