

REQUEST FOR PROPOSAL

Children's Mental Health of Leeds and Grenville

STRATEGIC PLANNING

Issue Date: February 1, 2018

Closing Date: February 18, 2018

**Submit to: Children's Mental Health of Leeds and Grenville
779 Chelsea St. Suite BU
Brockville, ON K6V 6J8
Attention: Beth Kent, Director of Administrative Services**

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Nature of Consulting Assignment

Purpose

Children's Mental Health of Leeds and Grenville (CMHLG) is seeking proposals for a highly skilled Strategic Planning consultant(s) with a proven record of success working with organizations and diverse stakeholders to develop a sustainable and responsive three year Strategic Plan.

The consultant must possess proven experience in Strategic Planning, facilitation and, ideally, experience in the children's mental health, or not-for-profit sector.

CMHLG Overview

Children's Mental Health of Leeds and Grenville is the Lead Agency for Lanark Leeds and Grenville and is responsible for leading children's mental health service planning across the tri-county area. In addition they are an accredited children's mental health agency providing the core services as defined by the Ministry of Child and Youth Services to Leeds and Grenville.

Children's Mental Health was named Lead Agency in August of 2015 for the service Area Lanark, Leeds and Grenville. As a lead agency CMHLG partnered with Open Doors for Lanark Children and Youth, our main Core Service Delivery Partner to conduct a gap analysis for Lanark Leeds and Grenville from the perspective of children's mental health services. Following this gap analysis priorities were set for the region. Following this process CMHLG updated their strategic plan to allow for work to be completed on these new regional priorities. These priorities were the framework of the Core Service Delivery Plan and the Community Mental Health Plan and we have been working with community partners, youth and families on these priorities for the last couple of years. We recognize that some of these priorities will naturally move forward as they will not be complete by March 2018.

As we embark on our strategic planning for the agency we are also aware that a three year plan for the service area is due to the Ministry of Child and Youth Services on December 31, 2018. We would like to look at this work as part of our strategic plan recognizing that as a Lead Agency we have responsibility to the whole service area of Lanark Leeds and Grenville. Regionally we would like to check in with our various stakeholders and determine how well we are doing in creating a mental health system that works for children, youth and their families.

CMHLG information including an organizational chart, Strategic Planning Priorities, Community Mental Health Plans, Core Service Delivery Plans and Annual reports are available on the CMHLG's website at <http://www.cmhlg.ca/index.php/cmhlg-requests-for-proposal>

Key Objective

The key objective is the development of a Strategic Plan that will ensure CMHLG achieves in the following areas:

- Leadership in system planning for children’s mental health in Lanark, Leeds and Grenville
- overall integrity of the organization – including, mission, direction and core values
- quality of programs and services
- strong financial stewardship and risk management
- compliance with all statutory requirements
- responsiveness to the needs of the community
- alignment with the Ministry of Child and Youth Services and Multiple-Funders expectations

Scope

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

- Involving a cross-section of key stakeholders, including board members from our agency and our Core Service Delivery Partner Agencies, employees, youth, families and key community partners including funders for the purposes of gathering stakeholder assessment and recommendations.
- Needs assessment / environmental scan – reviewing existing plans, health indicators for LLG, LLG poverty statistics, LLG demographic information and documents pertinent to a comprehensive Strategic Plan, identifying trends and patterns that are applicable, analyzing strengths, weaknesses, opportunities and threats.
- Using the appropriate tools (interviews, surveys, focus groups) to gather relevant information;
- Process and meeting facilitation; assisting discussion and decision-making and ensuring that conversations are progressive and innovative, and oriented towards creating a shared future.
- Analysis of current state
- Determination of future state
- Clarification of objectives and strategies

Desired Project Outcomes

- Establishment of a regional vision, mission/impact statement and revision of priorities, with measureable goals and outcomes

- Establishment/revision of organizational vision, mission, priorities, with measurable goals and outcomes.
- Establishment of tools for communicating regional and CMHLG mission, vision, priorities, and goals.
- Tools developed/available to evaluate progress toward achieving organizational goals and regional goals.
- Opportunities to improve corporate efficiencies are identified and prioritized.
- An Action/Implementation/Operational Plan for CMHLG and Regional.
- A Communications Plan
- A priority list of actions and resources needed to implement the new Strategic Plan and Regional Priorities.

Deliverables

- Creation of a work plan that will guide the Strategic Planning process.
- Preparing a draft report of the Strategic Plan for CMHLG Management Team and Board Chair.
- Developing the final report, including implementation/operational plan, communications plan, forward facing community document with regional priorities including progress and identified priorities, and a community communication for the strategic plan as a whole

The plan must:

- clearly articulate how CMHLG 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 CMHLG in its effort to meet the goals set forth in the plan

Proposal Submission

CMHLG requires the prospective Consultant to submit a Proposal in electronic copy as set out herein. The Proposal should include but shall 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 CMHLG, 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 and disbursements, please note project budget \$8,000 to \$12,000.

Closing Date and Time

Proposals must be received by the CMHLG, not later than 4:30 p.m., on February 18, 2018 to the attention of Beth Kent, Director of Administrative Services in care of bkent@cmhlg.ca. CMHLG will not accept submission of any Proposals after the closing time on the closing date. CMHLG is not responsible for delays caused in the transmission of the proposal.

Facsimile Bids

613.498.2402

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 Beth Kent, Director of Administrative Services. Failure to comply with this request may result in disqualification of any Proposal.

Inquiries will be accepted from bidders up to the Proposal due date and responses to issues of substance will be shared with all Proponents.

CMHLG 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 CMHLG, 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 shared via our website at www.cmhlq.ca.

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 CMHLG.

CMHLG may reproduce any Proponent's Proposal and supporting documents for internal use.

CMHLG will not be obligated in any way by the Proponent's Proposal. CMHLG 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 of the requirements and agreement to comply with the requirements 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, CMHLG reserves the right to modify or alter any or all dates at its sole discretion. All Proponents will be notified in writing by facsimile or e-mail, to the address provided by the Proponent any dates subjected to change.

Proposals due: February 18, 2018

Deadline for questions: **February 15, 2018, 4:30pm**

Selection of successful applicant: **week of February 19, 2016**

Project Start Date: **On or about week of February 26, 2016**

Final project/process completed, including all deliverables: **May 31, 2018**

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 set out in the Agreement and agreed to as provided in the Proposal.

Confidentiality

The contents of this RFP, information divulged by CMHLG 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 CMHLG. 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 CMHLG.

Proprietary Information

Materials submitted in response to this competitive procurement shall become the property of CMHLG. 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 honored.

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 CMHLG be liable for the costs of preparation or submission of any Proposal, whether accepted or rejected.

Selection Process

CMHLG 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 any opportunity will exist to add such matters after the proposal is submitted.

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

Evaluation of Proposals

CMHLG 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.

CMHLG reserves the right to:

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

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

Following the evaluation, CMHLG 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	35%
Cost	35%
Assigned staff experience	10%
TOTAL	100%

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

The Proposals shall be evaluated by CMHLG's Project Team using the above rating scheme.

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. Short-listed Proponents shall be accorded fair and equal treatment with respect to any opportunity for discussions and revision of Proposals. 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.

Indemnification

The successful Proponent agrees to indemnify and hold harmless CMHLG, 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 the Proponent has carefully examined the RFP and all Proposal documents and carefully examined work to be performed under 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, 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 CMHLG or any others to any of the Proponents including whether the information is suitable for the purposes of any Proponent. CMHLG 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. 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. CMHLG shall be entitled to take into account, as part of its evaluation of any Proposal, any past experience CMHLG 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 CMHLG.

Assignment

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

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. CMHLG 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 Conflict of Interest Act R.S.O. 1990, c. M.50, 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, CMHLG, its employees, its officers and directors.
- c) Proposals may be disqualified at the sole and absolute discretion of CMHLG 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 the Proponent is prohibited by the RFP from contacting; c) they include a false or misleading statement, claim, warranty or representation.

Disclaimer

CMHLG reserves the right to:

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