



Request for Proposals

Strategic Planning
For
Lakeland Fetal Alcohol Spectrum Disorder Society

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Background/Introduction

The Lakeland FASD Society operates the Lakeland Centre for FASD (LCFASD) and is an excellent example of community collaboration to develop needed FASD prevention, education and services. The Lakeland area has been working on better understanding the disability of FASD and the women who drink during pregnancy since 1994. This working committee has evolved into a society and leading agency in developing rural based approaches to addressing diagnosis/assessment; intense prevention programs for women; and supports to those who are affected.

The LCFASD offers many programs in Diagnosis (assessment, referral, clinics); Intervention (post diagnostic outreach, transition planning, employment, summer camp, support groups, training); Prevention (prevention conversations training, 2nd floor women's Recovery Centre, Mothers to be Mentorship); and provincial diagnostic team training and support. Currently, there are over 50 employees in the service area.

The LCFASD services span the Lakeland region including central offices in Cold Lake and Satellite offices in Bonnyville, St. Paul and Lac La Biche that serve all the communities and the 7 First Nations and 4 Metis Settlements.

The LCFASD has been recognized by all levels of government as being innovative and leading services for rural communities. In 2020, we will be celebrating 20 years of service. This work can not be done in isolation and the LCFASD has built long term relationships with the service sectors of health, education, child protection and care, human services, PDD, and business.

The Society is operated by a nine-member volunteer board of directors who provide governance of the LCFASD and oversight of the Executive Director. The Executive Director guides the day to day operations of the center's programs and staff.

We envision a region with no new births with FASD and where currently affected individuals are well supported. We will do this by ensuring that accurate information about FASD, and effective prevention, diagnostic and support services are available in the Lakeland area.

More information about the organization can be found at www.lcfasd.com

Project Goals and Scope of Services

This project will assist the LCFASD Board of Directors in setting a strategic direction for 2020-2023.

The first strategic plan was developed by the board of directors in 2006 and have been updated every three years. A combination of activities has occurred that inform the strategic plan including the board and Executive Director provide an update; engaged the employees in a discussion of future priorities; and have hired external consultants to do community focus groups to inform the strategy. The organization is changing steadily as it works to meet the goals of the strategic plan. In anticipation of an updated or new plan for 2020, the board is ready to set a plan for gathering external and internal input to support the strategic planning process.

This will include developing the plan to engage stakeholders and LCFASD board and employees for input; consolidating the information; reviewing the results with Board of Directors and developing the final strategic plan.

It is believed that the organization is ready to seek outside feedback to incorporate into the organization's strategic direction. This may be accomplished with phone interviews, survey's, or face to face meetings depending on the most expedient and cost effective ways to acquire the information. Given that this is a Regional organization, a wide representation is sought, however, costs and time are factors to consider.

Elements to be included in the Plan

- Introduction including the purpose of the plan
- Executive Summary
- Environmental Scan
- Summary of relevant documents reviewed (documents to be identified by LCFASD)
- Summary of stakeholder engagement and input
- Key findings and learnings
- Strategic priority recommendations
- Potential actions supporting each strategy (from stakeholder input)
- Potential strategy/action evaluation indicators and measures
- Summary of administrative and governance policy implications that may be required to support the revised strategic plan
- Editing and graphic design of the final report and plan

Anticipated Selection Schedule

This schedule was developed and approved by the Board of Directors in February 2019, however, some flexibility may be required to meet everyone's availability.

April 2019	Complete RFP and identify agencies to invite to respond
By May - June 2019	Hire a consultant to: <ul style="list-style-type: none"> • Develop a detailed plan of action • Provide a budget outline for the proposal
June 2019	Board to approve detailed plan and budget <ul style="list-style-type: none"> • Work with the board of directors to review a broad environmental trends and factors • With the board of directors develop a framework of the next strategic plan
By Oct 2019	Consultant to have engaged with stakeholders <ul style="list-style-type: none"> • In an agreed format, engage stakeholders with the framework and determine additional areas of need. • Develop a draft strategic plan based on the current template.
Dec 2019	Consultant to present the draft strategic plan to the board of directors
January 2020	LCFASD Board to finalize and adopt the strategic plan
April 2020	Release the new strategic plan <ul style="list-style-type: none"> • Include a one page of the strategic plan • Update the reporting templates to the board of directors to the new strategic plan
April/May 2020	Board of Directors evaluates the process of the strategic plan process.

Time and Place of Submission of Proposals

Submissions are to be made to:

Lisa Murphy
Executive Director
lmurphy@lcfasd.com

Questions about the process should be emailed to above.

Proposals should be received by April 30, 2019

Timeline

Applications will be reviewed by the LCFASD committee and candidates will be notified by May 15, 2019

Elements of Proposal

Please ensure that a proposal includes the following:

- Understanding of project requirements
- Suggested strategies to engage stakeholders
- Proposed timelines that are manageable by the vendor
- Proposed project budget that includes all aspects of the work
- Description of company
- Personnel assigned to this project and their roles
- Relevant experience and three examples of recent similar projects completed
- Two references that may be contacted without prior notification

Evaluation Criteria

A selection sub-committee of the Board of Directors and Executive Director will evaluate each submission including an assessment of:

- Expertise and capacity to complete the work including personnel, experience and availability
- Understanding of the needs of LCFASD
- Proposed budget. *Note that least cost may not be the deciding factor*
- Proposed work plan and timeline is reasonable and meets LCFASD needs and expectations
- The sub-committee may, if it warrants, provide a 48 hour revision period to revise proposals
- The selection of the successful proponent is at the sole discretion of the selection sub-committee and the LCFASD Board of Directors

Administrative Requirements

- This RFP does not imply a commitment or agreement with any vendor invited to submit a proposal. Once LCFASD decides on a vendor a contract agreement will be drawn up and signed by both parties.
- The project, once awarded to a proponent may not be assigned or sub-let by the contractor
- The project leads will be identified in the proposal and will continue throughout the duration of the project unless otherwise agreed to by LCFASD
- All information and resources generated through this project will be the property of LCFASD
- The proposed budget will include all costs required to complete the project as described in this RFP and as proposed. LCFASD is GST exempt.
- Copies of all resources, reports and the final plan document will be provided to LCFASD in electronic format
- The agreement, once completed and signed may be cancelled, at the discretion of LCFASD with 60 days notice with payment made for all work completed, and accepted, to date.

Budget

Provide a budget that outlines the costs of this project. Provide enough information that breaks down the costs into areas aligned with the activities of the plan.

The budget may include a core budget that includes all of the elements identified in the RFP and options the consultant may recommend if desired.

The budget must reflect the total proposed costs of the project.

Questions

Questions can be directed to lmurphy@lcfasd.com