



Qalipu
FIRST NATION

Request for Proposals Strategic Planning Facilitation

Deadline for Submission:

March 6, 2019

Section 1: Terms and Conditions

1.1 Issuing Department or Division

Department of Operations

1.2 Synopsis or Service Requirement

Through this Request for Proposals, The Qalipu First Nation (QFN) invites interested and qualified consultants to submit a proposal for the facilitation and development of QFN's 2020-2029 Strategic Plan.

1.3 Terms of Submission

1.3.1 A copy of this RFP may be obtained by emailing the following person:

Robert Dicks
rdicks@qalipu.ca

1.3.2 In this document

(a) bidder and consultant are used interchangeably. Both, however, refer to a person who has or intends to submit a proposal in response to this RFP.

(b) *advertisement period* refers to the period this RFP is publicly advertised on Qalipu.ca and proposals are solicited from consultants.

(c) *successful consultant* refers to the consultant who has been selected by the Band and to complete the project.

(d) *contracted consultant* refers to the consultant who has entered into a contract with the Band to complete the project and becomes the prime consultant.

1.3.3 Bidders, at their own expense, must provide one (1) bound copy and one (1) unbound copy of their proposals by mail, personal delivery or by courier to CONTACT before the end of the advertisement period.

CONTACT:
Robert Dicks
3 Church St.
Corner Brook, NL
A2H 2Z4

1.3.4 Consultant proposals must be structured in the same manner as this RFP. For greater certainty, the consultant is required to use the same headings, subheadings, and numbering system as presented in this RFP. Where a term or condition does not require the consultant to provide a response or document,

the consultant may leave the heading/subheading from the proposal.

1.3.5 In addition to the requirements under s. 1.3.4, proposals must include the following:

- (a) A cover letter briefly summarizing the qualifications of the project manager, team members, sub-contractors, statement of work, methodology, and total fees (inclusive of all costs and taxes). The cover letter will be used to provide a preliminary evaluation of proposals when there is a large response.
- (b) Identification of project manager and team members along with a description of their respective roles and qualifications. The consultant must assure the Band that the project manager identified in the proposal will remain on the project until completion. In cases where the project manager changes due to circumstances beyond the contracted consultant's control, the contracted consultant must advise the Band immediately and enter into discussions with the Band to replace the project manager with someone of similar qualifications and qualities.
- (c) Description of the project organization and management system in addition to company profiles of the primary consultant and sub-contractors.
- (d) Methodology.
- (e) A minimum of three reference letters from any applicable projects involving similar scope and scale.
- (f) Time and task allocation of team members.
- (g) A schedule of project activities in chronological order that shows each activity and its duration.
- (h) Itemized project costs including fee structure, staff cost, overhead and other related expenses, including HST, as well as a suggested/preferred payment schedule. The proposal must include a statement signed by the most senior consultant with signing authority or, in the case of a firm/company/corporation, the president/CEO verifying that the consultant is capable of completing the work outlined in the consultant's proposal for the price/fees quoted. The statement must be located in the proposal immediately following the cover page.

1.3.6 Late, incomplete or partial proposals or submissions, including those sent by fax or e-mail, will not be accepted under any circumstances. The Band will ensure that all proposals or submissions submitted before the deadline will remain sealed until the evaluation process begins.

1.3.7 The deadline for questions relating to the RFP is four (4) business days before the close of the advertisement period. Questions received after that deadline will not be considered. Where a question seeks to clarify a point in the RFP, the Band will distribute its response, via email, to all consultants who expressed an interest in the project at the point and time the response is generated. In cases where a response to a consultant's question would provide the consultant with an unfair advantage, in the Band's judgment, the Band will provide the consultant with the opportunity to withdraw the comment. If the consultant decides to pursue the question further, the response provided by the Band will be distributed, via email, to all consultants who expressed an interest in the project at the point and time the response is generated. Questions regarding this RFP must be directed, by email, to the following person:

Robert Dicks
rdicks@qalipu.ca

Section 2: Terms and Conditions

2.1 The Band requires knowing the identity of all the sub-contractors, their experience, personnel and knowledge levels, and their relationship and experience with the primary bidder. This information must be explicitly stated in the proposal submitted by the primary bidder. Sub-contractors will be evaluated as part of the selection process and the Band must approve any changes in sub-contractors other than those specified in the submission.

2.2 The consultant is required to submit three reference letters from persons that received similar services from the consultant within the past five (5) years.

2.3 The contracted consultant is required to provide the CONTACT, with biweekly email updates regarding the project's progress.

CONTACT:
Robert Dicks
rdicks@qalipu.ca

Section 3: Terms and Conditions

3.1 The Band is not bound to accept the lowest priced bid and may exercise the right not to select any of the proposals submitted under the RFP.

3.2 Preference will be given first to Band members and businesses fully or majority owned by Indigenous peoples.

3.3 The consultant submitting a proposal under this RFP is considered to be responsible, on behalf of it and all its sub-contractors, for all undertakings and deliverables related to the provision of services as specified in this RFP to the Band.

3.4 This RFP is the primary document and should a dispute arise between the RFP and the bidder's proposal then the RFP will supersede the bidder's proposal in any legal dispute.

3.5 The Band will be responsible to administer this RFP, award the contract to the successful bidder, and for the general supervision of the project's implementation.

3.6 Proposals submitted through this RFP must be valid for 90 calendar days after the advertisement period.

3.7 Consultants should strive to provide clear responses to issues and questions raised in the RFP in a language that is clear and not subject to differing interpretations.

3.8 The contract executed by the Band and the successful consultant to complete this project will be governed by the laws of Newfoundland and Labrador.

3.9 All data, specifications, concept plans, designs, rationales, presentation materials, economic and technical reports and related information produced by the consultants during this project shall be the property of the Band.

3.10 All potential bidders who have requested or are known to have obtained copies of this RFP will be notified of any changes, via email, should they occur after its publication.

3.11 The contract for this project, where awarded, will be granted by the Band based upon the results of the evaluation of submitted proposals. The Band will notify the successful consultant in writing. Those who are not successful will receive written notification within approximately ten (10) business days following the execution of the contract with the successful bidder.

3.12 The contract with the successful consultant will commence immediately upon the execution of the contract by the Band and the successful consultant. Ten (10) business days will be provided after the successful bidder has been notified to conclude final negotiations and execute the contract. Where a contract is not executed before the expiration of the aforementioned ten (10) business days, the Band reserves the right to commence negotiations and enter into a contract with another consultant.

3.13 Bidders may raise issues with this project and RFP that have been overlooked by the Band but are nonetheless crucial to the successful completion of the project. In such cases, the bidder may tender a recommended change to the CONTACT by email. The Band shall take the recommendation under advisement and issue, if deemed necessary, an amendment to this RFP. This RFP may be amended up to three (3) business days before the conclusion of the advertisement period.

3.14 The Band may, at its discretion, determine if a bidders' conference is necessary. A bidders' conference must take place at least 10 days before the closing of the RFP.

3.15 Before a contract is awarded, the Band will negotiate the final details of a contract to be signed by the Band and the successful consultant. The Band will enter into a contract with the successful consultant only. There will be no contracts entered into between the Band and any sub-contractors.

3.16 The contracted consultant shall designate a senior project manager who shall receive all communications from the Band on behalf of the contracted consultant. The contracted consultant shall also furnish the address, telephone and fax numbers and email address for the senior project manager.

3.17 All communications from the contracted consultant to the Band should be directed to the following person:

Robert Dicks
rdicks@qalipu.ca
709.634.6895

Section 4: Statement of Work

4.1 Background

The Qalipu First Nation (“QFN”) was officially formed September 22nd, 2011 through an agreement between the Government of Canada and the Federation of Newfoundland Indians. This agreement officially recognizes QFN as a band under the Indian Act. Currently, QFN has more than 23,000 members.

Since its creation, the leadership of QFN has focused its efforts on establishing a strong foundation upon which to build a prosperous and progressive Band. Its aim is to be a community that cherishes and shares its heritage, holds the overall health and education of its members as its highest priority and faces the future with confidence. An elected Chief and Council provides direction and policy to QFN’s administration through the Band Manager.

4.2 Mandatory Requirements

To be established. Timeline for the start and end dates of the project to be determined and agreed upon with the successful bidder.

4.3 Scope of Work

Chief and Council provides governance to ensure that QFN has a current Strategic Plan in place. In March 2020, QFN’s current five-year Strategic Plan will be completed. QFN is accepting proposals from qualified consultants to work with the Chief, Council, Staff and Membership to facilitate the development of a new ten-year Strategic Plan (2020-2029). The current 2015-2020 Strategic Plan can be found at <http://qalipu.ca/qalipu/wp-content/uploads/2016/12/Qalipu-5-year-Strategic.pdf>.

Chief and Council will be actively involved in discussing, reviewing, and ultimately approving the Strategic Plan. They will be a valuable resource by providing a fresh perspective and asking questions to satisfy themselves that the plan is well thought out, realistic, relevant, and compatible with QFN’s mission, vision, and values. The Consultant and the Band Manager, with the assistance of senior staff, will be responsible for developing the written strategic plan for Chief and Council approval.

Project Outline

Consultants should submit a comprehensive project plan that encompasses the following elements:

1. Meet with Band Manager and Senior Management to review existing strategic plan and create project deliverables for the 2020-2029 Strategic Plan;
2. Facilitate two strategic planning sessions, one with Administration and a second

with Chief and Council; that examines vision, mission and core values of the organization. Identify broad strategic directions and measures for QFN while identifying priority areas that match QFN's Quality Assurance Program Key Performance Indicators;

3. Arrange and conduct three community engagement meetings with Membership for their input to the Strategic Planning process. Meetings to be held in Stephenville, Corner Brook and Grand Falls-Windsor;
4. Design and facilitate a survey of Band Membership for their views and inputs as it relates to the development of the Strategic Plan;
5. Ongoing consultation with the Band Manager and Senior Management through the development process as required;
6. Present draft of strategic plan to Band Manager and Senior Management for feedback;
7. Present draft to Chief and Council for feedback;
8. QFN to provide input to consultant and any final changes to the strategic plan;
9. Delivery of strategic plan to Chief and Council for final approval.

Section 5: Consultant Qualifications

The consultant must also demonstrate that it has the following attributes:

- Sufficient resources to complete all tasks
- Previous experience working with Indigenous communities and/or clients

Section 6: Consultant Methodology

6.2 General Statements

Timeline for the start and end dates of the project to be determined.

Section 7: Evaluation and Selection Framework

8.1 The grading of the proposals is an integral part of the RFP process. The Band has decided to describe the selection criteria so that all bidders/consultants can evaluate their chances of success, within reason, given the current competitive market conditions in the industry.

8.2 Figure 1 attached forms the basis of what the evaluation sheet will look like, subject to possible changes. There are nine attributes that will be judged and graded. Each attribute was weighed in terms of its importance to the objectives of the RFP.

8.3 All proposals will be evaluated using specific criteria, attributes and characteristics that have been generated by the Band. Criteria are based upon the detailed specifications of the scope of work,

work schedules, technical specifications, quality standards, consultant qualifications and other desirable features and benefits contained in this RFP.

FIGURE 1

EVALUTATION SHEET

Primary Consultant:

Cost of Bid:

Rating of the Proposal: For each of the components, please provide rating 1-10 where 10 represents the best.

Component	Rate X (1-10)	Weight	Total	Comments regarding strengths and weaknesses of this component, rationale for the score and general notes
Experience of Consultant Team: key personnel, experience, references, qualifications, commitment to assignment		1.5		
Experience of Project Manager; experience, position in the firm, qualifications, commitment to assignment		1		
Management of sub-contractors and their commitment to assignment		0.5		
Experience as a team		0.5		
Proven competence in similar work		1		
Sufficient Human Resources		0.5		
Clarity of tasks and responsibilities		1		
Proposed liaison with client		1		
Proof that the specifics of the RFP are understood and addressed including the proposed methodology, approach, receivables, schedule		2.5		
Indigenous Knowledge – Experience working with Indigenous groups.		1.5		
Cost		1		
Total Score:				