

REQUEST FOR PROPOSALS

FOR

Organizational Structure Review of
The Southern First Nations Network of Care



ISSUING OFFICE:

Southern Chiefs' Organization
Child and Family Department

RFP NUMBER: 02019- 0001

DATE OF ISSUANCE: NOVEMBER 29, 2019

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PART I

GENERAL INFORMATION FOR PROPOSERS

I-1. Purpose. This request for proposals (RFP) provides interested Proposers with sufficient information to enable them to prepare and submit proposals for consideration by the Southern Chiefs' Organization to conduct a review, and recommend changes if appropriate, of the Southern First Nations Network of Care's organizational and governance structure, to assess and determine the efficiency of the various organizational departments and to ensure its governance and departments align with First Nation values, culture and aspirations. The Review is intended to be a short term project done in collaboration with the Southern Chiefs' Organization and the Southern First Nations Network of Care.

I-2. Issuing Office. This RFP is issued by the Southern Chiefs' Organization – Child and Family Department.

I-3. Scope. This RFP contains instructions governing the proposals to be submitted and the material to be included therein.

I-4. Type of Contract. It is proposed that if a contract is entered into as a result of this RFP, it will be a lump sum contract. The Southern Chiefs' Organization may in its sole discretion undertake negotiations with Proposers whose proposals as to price and other factors show them to be qualified, responsible, and capable of performing the work.

I-5. Rejection of Proposals. The Southern Chiefs' Organization reserves the right to reject any and all proposals received as a result of this request, or to negotiate separately with competing Proposers.

I-6. Subcontracting. Any use of subcontractors by a Proposer must be identified in the proposal. During the contract period use of any subcontractors by the selected Proposer that were not previously identified in the proposal must be approved in advance in writing by the Southern Chiefs' Organization.

I-7. Incurring Costs. The Southern Chiefs' Organization is not liable for any costs the Proposer incurs in preparation and submission of its proposal, in participating in the RFP process or in anticipation of award of contract.

I-8. Questions and Answers. Written questions may be submitted to clarify any points in the RFP which may not have been clearly understood. Written questions should be submitted by email to Diane.Kelly@scoinc.mb.ca with RFP 02019-0001 in the Subject Line to be received no later than NOVEMBER 7, 2019 by 12:00 p.m. local time. All questions and written answers will be posted to the website as an addendum to and become part of this RFP.

I-9. Response. To be considered, proposals must be delivered to the Southern Chiefs' Organization, Attention: Diane Kelly on or before **12:00 p.m.** local time, **NOVEMBER 12, 2019**. The Southern Chiefs' Organization is located at 1572 Dublin Avenue, Winnipeg, Manitoba, R3E 0L4. Proposals may be emailed to Diane.Kelly@scoinc.mb.ca with RFP 02019-0001 in the Subject Line.

I-10. Proposals. To be considered, Proposers should submit a complete response to this RFP, using the format provided in PART II. **Each proposal should be submitted in eight (8) hard copies and one (1)**

complete and exact copy of the proposal in Microsoft Office or Microsoft Office-compatible format. No other distribution of proposals will be made by the Proposer. Each proposal page should be numbered for ease of reference. For this RFP, the proposal must remain valid for at least 120 days. Moreover, the contents of the proposal of the selected Proposer will become contractual obligations if a contract is entered into.

I-11. Economy of Preparation. Proposals should be prepared simply and economically, providing a straightforward, concise description of the Proposer's ability to meet the requirements of the RFP.

I-12. Discussions for Clarification. Proposers who submit proposals may be required to make an oral or written clarification of their proposals to the Southern Chiefs' Organization to ensure thorough mutual understanding and Proposer responsiveness to the solicitation requirements. The Southern Chiefs' Organization will initiate requests for clarification.

I-13. Best and Final Offers. The Southern Chiefs' Organization reserves the right to conduct discussions with Proposers for the purpose of obtaining "best and final offers." To obtain best and final offers from Proposers, the Southern Chiefs' Organization may do one or more of the following: a) enter into pre-selection negotiations; b) schedule oral presentations; and c) request revised proposals. The Southern Chiefs' Organization will limit any discussions to responsible Proposers whose proposals the Southern Chiefs' Organization has determined to be reasonably susceptible of being selected for award.

I-14. Prime Proposer Responsibilities. The selected Proposer will be required to assume responsibility for all services offered in its proposal. Further, the Southern Chiefs' Organization will consider the selected Proposer to be the sole point of contact with regard to contractual matters.

PART II

INFORMATION REQUIRED FROM PROPOSERS

II-1. Proposals must be submitted in the format, including heading descriptions, outlined below. To be considered, the proposal must respond to all requirements in this part of the RFP. All material submitted with the proposal becomes the property of the Southern Chiefs' Organization and may be returned only at the organization's option. Proposals submitted to the Southern Chiefs' Organization may be reviewed and evaluated by any person other than competing Proposers at the discretion of the Southern Chiefs' Organization. The Southern Chiefs' Organization has the right to use any or all ideas presented in any proposal. Selection or rejection of the proposal does not affect this right.

II-2. The Southern Chiefs' Organization reserves the right to request additional information which, in the Southern Chiefs' Organization's opinion, is necessary to assure that the Proposer's competence, number of qualified employees, business organization, and financial resources are adequate to perform according to the RFP. A Proposers qualifications and competence to perform the work required under the RFP will be a primary consideration in the selection process.

II-3. The Southern Chiefs' Organization may make such investigations as deemed necessary to determine the ability of the Proposer to perform the work, and the Proposer shall furnish all such information and data for this purpose as requested by the Southern Chiefs' Organization. The Southern Chiefs' Organization reserves the right to reject any proposal if the evidence submitted by, or investigation of, such Proposer fails to satisfy the Southern Chiefs' Organization that such Proposer is properly qualified to carry out the obligations of the agreement and to complete the work specified.

II-4. Statement of the Work. State in succinct terms your understanding of the organizational review required by this RFP. Include a narrative description of the proposed effort and a list of the items to be delivered or services to be provided. Work requested includes the following:

- (1) Undertake a comprehensive review of the Southern First Nation Network of Care (SFNNC).
- (2) Identify each department/office within the SFNNC's organizational structure. Determine key functions of each department/office. Identify key positions and roles/responsibilities of each department/office.
- (3) Review the SFNNC's organizational and governance structure to gain an understanding of how the departments correlate.
- (4) Evaluate the SFNNC's organizational structure using the latest theories and best practices in organizational structure design to determine whether the SFNNC is designed in the most efficient and effective manner.
- (5) If appropriate based on findings in Part 1-4, and using the latest theories and best practices in organizational structure design, identify any deficiencies and/or areas of improvement and recommend changes to the address those deficiencies within the organizational structure.

II-5. Work Plan. Describe in narrative form your technical plan for accomplishing the work. The Review is intended to be a short term project. Proposers should include an estimated timeframe required for completion of the work in their proposal.

II-6. Personnel. Include the number, and names where practicable, of executive and professional personnel, analysts, auditors, researchers, programmers, consultants, etc., who will be engaged in the work. Show where these personnel will be physically located during the time they are engaged in the work. Include through a resume or similar document education and experience analyzing organizational structures and completing salary studies. Indicate the responsibilities each will have in this project and how long each has been with your company. Identify subcontractors, if any, you intend to use and the services they will perform.

II-7. Cost Submittal. The information requested in this section shall constitute your cost submittal. The total cost you are proposing must be broken down, at a minimum, into the following components:

- (1) Category: e.g., partner, project manager, analyst, senior auditor, research associate.
- (2) Estimated hours.
- (3) Rate per hour.
- (4) Total cost.

II-8. Any costs not provided in the cost proposal will be assumed as no charge to the Southern Chiefs' Organization.

II-9. The selected Proposer shall only perform work on this contract after the Effective Date is affixed and the fully-executed contract sent to the selected Proposer. The Southern Chiefs' Organization shall issue a written Notice to Proceed to the selected Proposer authorizing the work to begin on a date which is on or after the Effective Date. The selected Proposer shall not start the performance of any work prior to the date set forth in the Notice of Proceed and the Southern Chiefs' Organization shall not be liable to pay the selected Proposer for any service or work performed or expenses incurred before the date set forth in the Notice to Proceed.

II-10. Your proposal should include a performance guarantee covering the quality, timeliness and accuracy of your processes and outcome achieved through the execution of your contracted services.

II-11. Proposer shall present a final draft of findings/recommendations to the Southern Chiefs' Organizations.

II-12. Final Report. The final report should specify the following:

1. Abstract or summarize the result of the review in terminology that will be meaningful to management and others.
2. Describe data collection, analytical and other techniques used during the process, including the assumptions and information used.
3. Summarize findings, conclusions, and recommendations developed in each task.

4. Include all supporting documentation; e.g., flow charts, forms, questionnaires, information gathered, findings, etc.