

Request for Proposals: Strategic Plan for Ongwanada Developmental Services

Issued by: Ongwanada Developmental Services

Deadline: November 21, 2024, Thursday before 12 pm (EST)

1. Introduction

Ongwanada Developmental Services (Ongwanada) is a non-profit, accredited organization dedicated to providing comprehensive services and programs for individuals with developmental disabilities. Our primary focus is on those with complex needs and their families, ensuring they can lead fulfilling lives with effective support within their communities. Our vision is to collaborate with supported individuals, their families, service agencies, governments, and regional partners to build community capacity and specialized resources that empower those with developmental disabilities to thrive (ongwanada.com).

Ongwanada takes a leadership role in delivering person-centered, clinically-focused supports and services throughout Eastern Ontario.

We are currently seeking proposals from qualified consultants or firms to develop a new strategic plan that will guide our organization's direction and priorities for the next three years (2025-2028). This strategic plan should encapsulate Ongwanada's core values, principles, and mandate while addressing the needs and aspirations of supported individuals, families, staff, communities, stakeholders, and partners. Additionally, the plan should prepare Ongwanada for the evolving landscape of the developmental disability sector, including trends such as the Journey to Belonging, Fee for Service, Workforce development, housing models, and advancements in Technology/AI, and the opportunities these changes present for serving our communities effectively.

2. Scope of Work

The selected consultant or firm will be expected to undertake the following tasks:

- **Comprehensive Environmental Scan and SWOT Analysis:** Conduct a thorough analysis of Ongwanada's internal and external contexts, identifying strengths, weaknesses, opportunities, and threats. Alternative methodologies to SWOT analysis may also be considered.
- **Review of Current Framework:** Assess Ongwanada's existing vision, mission, goals, objectives, identity, and activities to evaluate their relevance, effectiveness, and impact on community needs, including branding considerations.
- **Stakeholder Engagement:** Engage with Ongwanada's board, staff, supported

individuals, families, stakeholders, and partners through various methods such as surveys, interviews, focus groups, and workshops. This engagement should solicit input, feedback, and expectations regarding Ongwanada's future direction and priorities, ensuring that all methods accommodate the access needs of the Ongwanada community.

- **Data Analysis:** Analyze the data collected from the environmental scan, SWOT analysis, and stakeholder engagement to identify key themes, issues, and opportunities that will inform Ongwanada's strategic plan.
- **Drafting the Strategic Plan:** Develop a draft three-year strategic plan that outlines Ongwanada's vision, mission, goals, objectives, and activities for the next five years, along with the strategies, indicators, and resources necessary for implementation.
- **Presentation and Validation:** Present the draft strategic plan to Ongwanada's board, staff, supported individuals, families, stakeholders, and partners for review and validation, incorporating their feedback and suggestions into the final document.
- **Finalization and Delivery:** Finalize and deliver the strategic plan in a clear, concise, and accessible format, available in both print and digital versions.
- **Ongoing Support:** Provide continuous communication and support to Ongwanada throughout the project, reporting on progress and outcomes.
- **Training and Tools for Execution:** Equip management and the board with the necessary tools to execute the strategic plan, including training in accountability and execution capabilities.
- **Change Management Plan:** Develop an organizational communication and change management plan for the strategic plan, including timelines and strategies to facilitate change management and foster organizational culture development.

3. Deliverables and Timeline

The consultant or firm will be required to produce the following deliverables in an accessible digital format:

- A comprehensive project plan and timeline outlining the scope, methodology, high-level activities, risks, and budget.
- A detailed schedule of activities, milestones, and timelines.
- A report detailing the findings from the environmental scan and SWOT analysis of Ongwanada's internal and external context.
- A report summarizing the internal and external stakeholder engagement process and results.
- A draft strategic plan outlining Ongwanada's vision, mission, goals, objectives, and activities for the next five years.
- A final strategic plan that incorporates feedback and validation from Ongwanada's board, staff, members, consumers, stakeholders, and partners.

- Tools and training for management and the board to ensure effective execution of the strategic plan, including accountability and performance management capabilities.
- An organizational communication and change management plan that outlines timelines and strategies for facilitating change and developing the organizational culture necessary for successful implementation.

The project is expected to commence on January 13, 2025, and be completed by March 31, 2025. A tentative timeline for the project will be established.

4. Proposal Requirements

Proposals should include the following information:

- A cover letter summarizing the consultant's or firm's qualifications, experience, and interest in the project.
- A detailed description of the proposed approach, process, methodology, and activities for the project, including the stakeholder engagement plan.
- A work plan outlining the tasks, deliverables, timeline, and milestones of the project.
- A budget that breaks down the costs, fees, and expenses associated with the project.
- A list of references and samples of previous work related to strategic planning, preferably within the non-profit or disability sector.
- A resume or profile of the consultant or firm, including the names and roles of team members involved in the project.

5. Proposal Submission and Evaluation

Proposals should be submitted electronically as an accessible Word or PDF document to **LChinta@Ongwanada.com** by **November 21, 2024, at 12:00 pm EST**. The subject line should read: RFP - Strategic Plan 2025-2028 – Ongwanada – [Consultant or Firm Name].

Late or incomplete proposals will not be accepted.

Proposals will be evaluated by a selection committee composed of Ongwanada's board and senior leadership based on the following criteria:

- Relevance and quality of the proposal, including clarity, completeness, and feasibility of the approach, methodology, and activities.
- Experience and expertise of the consultant or firm, and the team members, in strategic planning, stakeholder engagement, and the non-profit or disability sector.
- A detailed work plan that includes milestones for deliverables, a stakeholder engagement plan, and a risk management strategy. The staffing plan should designate personnel assigned to the project, along with resumes for any staff

members. Identification of any subcontracted work must also be included.

- A bold, unique proposal with a clear value proposition, demonstrating the reasonableness of execution on the strategic plan and alignment with Ongwanada’s mandate, sector, and ministry (MCCSS) trends.
- A budget and cost breakdown for activities, including timelines and a payment schedule for the period between January 2025 and March 2025.
- References and samples of previous work that demonstrate the consultant's or firm's capacity and quality of work.

Evaluation:

- The selection committee will shortlist and interview the top three candidates, making a final decision by November 22, 2024.
- The top three candidates or firms will be notified and invited to present to the board and senior leadership on November 26, 2024 (between 6-7 pm via Zoom or in-person). Presentations will be limited to 10 minutes, with an additional 10 minutes reserved for Q&A.
- The successful candidate will be notified in December 2024, and a contract will be signed. The project will commence on January 13, 2025.

Ongwanada encourages submissions from individuals with lived experience of disability and other equity-deserving groups. If you have any access needs or require accommodations in the submission process, please inform us, and we will work with you to meet your needs.

6. Contact Information

For any questions or inquiries regarding the RFP, please contact:

Dr. Lak Chinta, Chief Executive Officer

Ongwanada Developmental Services (ONGWANADA)

Email: LChinta@Ongwanada.com