



## Request for Proposal

March 29, 2021

RE: Strategic Planning Process for The Bloom Group Community Services (Bloom)

At 391 Powell Street, Vancouver, BC V6A 1G5

The Bloom Group invites you to provide a proposal for work related to the above-referenced project.

Through this Request for Proposal (RFP), Bloom would like to obtain proposals to retain a Firm to lead an organizational strategic planning process per the project description and requirements below.

### Introduction & Background

The Bloom Group Community Services (Bloom) is celebrating its 60<sup>th</sup> anniversary this year.

As a social change agent in the Downtown Eastside neighbourhood, we provide a variety of services. We currently serve over 600 people in affordable, supported, and transitional residential services. We operate self-identifying women-only shelters, Powell Place shelter is a first of its kind in BC. Our unique Adult Guardianship Program serves over 1,600 people annually. In addition, we operate 16 hospice beds across two (2) sites. Our food services department feeds over 200 people a day across our housing programs.

Bloom currently employs over 250 staff in 12 different sites. As a management entity for a second agency, we operate Nicholson Housing Society. The variety of unique projects and programs aligns with our mission to serve the most vulnerable in our community.

Bloom operates with approximately \$16m in annual revenues and expenses, of which approximately 74% of that revenue derived from government contracts, 23% from rental incomes (tenancies) and 3% from donations.



## **Project Description & Goals**

Bloom's last complete Strategic Plan ended in 2018, and we designed a short-term refresh to bridge the organization until the appointment of a new Executive Director. Bloom is now looking for a five (5) year plan to guide our Society. The strategic plan will link all areas of Bloom's distinctive services and drive the overall agency to achieve its aspirational goals.

The Bloom Strategic Planning Committee is seeking the support of a qualified individual or firm to help them design a new strategic planning framework and to support them in engaging their diverse internal and external stakeholders to inform it. The work's desired outcomes are to improve processes, identify new opportunities, assess risk, develop measures of success, and establish a shared understanding between stakeholders to guide us for a further five (5) years. Developing this plan will unite the organization's stakeholders and create a shared vision of future goals.

## **Project Scope**

The successful vendor will be expected to develop a strategic framework, including a review and update of the current Mission and Vision, reflective of the entire agency and its variety of programs, and develop a values statement and guiding principles to reflect the Mission and Vision. This project should include a process to clarify the organization's identity, informing the refreshment of the Mission and Vision and guiding principles. Stakeholder engagement informs the framework, including the goals, objectives, and measures it sets out. The Stakeholder consultation list may include but is not limited to the following:

- Bloom Board,
- Senior Leadership Team and staff (all levels),
- Program Advisory Teams,
- Indigenous community or organizations,
- Funders, Community Partners, Donors, Strategic Partners, Volunteers,
- Key representatives from communities served: residents, program participants, and families.

## **Engagement Definition**

1. **Client:** Bloom Executive Director and Board President
2. **Services to Be Provided:**

- a) Collaborate with Bloom Executive Director and Board President to clarify expected deliverables and project scope that may be expanded upon vendor's recommendation;
- b) Finalize the schedule for the project – review, execution, and presentation;
- c) Conduct a thorough Strategic Planning and Engagement process that includes all the stakeholders agreed to;
- d) Present the results and data found in the Strategic Planning engagement process;
- e) Compile a final report and plan; and, propose a framework for tracking and measuring progress/impact.

### **3. Mandatory Submission Requirements**

- a) Strategic Planning Expertise and Company profile, including years in business;
- b) Organizational Diversity, Equity and Inclusion statement;
- c) Firm's methodology on Strategic Planning;
- d) C.V.s of all team members that would be assigned to the Bloom account;
- e) Summary of your understanding of Bloom requirements;
- f) Indicate proposed approach, including timeline, qualifications, and expected effort required to satisfy this proposal;
- g) Proposed pricing, itemized by activity, including fees, travel expenses, and disbursements;
- h) Include examples of strategic plan(s) conducted for similar community organizations;

Please provide three (3) specific examples of successful organizational outcomes based on strategic planning performed:

- What were the outcomes?
- Why were they identified as strategic priorities?
- How were they accomplished?
- What tools were used?

- i) References

### **4. Specific Qualification or Experience**

Experience working with decentralized non-profit organizations and demonstrated understanding of engaging with diverse communities, including people who identify as



Black, Indigenous, Persons of Colour, 2SLGBTQIA+, and people with disabilities. The process should also include current and future state inputs that support a well-informed plan.

## 5. Social Impact Procurement

For this procurement, the following terminology applies:

- **Supplier diversity** means creating opportunities for diverse suppliers such as Indigenous peoples and employment equity seeking groups, including people with disabilities and other traditionally underrepresented groups.
- **Workforce development** means offering apprenticeships, skills training, and other developmental support to employees, contractors, or volunteers, including diverse supplier groups.

To realize the best value and increased benefits to the communities we serve through this procurement, Bloom will award points to vendors that demonstrate that they have met or, if applicable, exceeded the social impact criteria to be evaluated as set out in the specific procurement. The social impact criteria could include any or all of the following:

- The vendor can demonstrate a commitment to supplier diversity and workforce development as described above; or
- The vendor offers job skills training or employment opportunities in support of supplier diversity (identify types of training and/or opportunities, groups represented, current and planned activities); or
- The vendor purchases goods or services (such as janitorial services, catering, office supplies, etc.) from vendors that support supplier diversity and workforce development (identify types of goods or services purchased, and how the vendor's supply chain supports supplier diversity and workforce development).

### Instructions to Proponent/Respondent:

For each of the bulleted points above, describe how the Proponent/Respondent meets or exceeds the criteria (please do not exceed two (2) pages).

## 6. Timeline

The Strategic Planning Committee will provide past strategic plans and engagement data and any information and assistance to support the vendor in completing this contract.

<b>Project Timelines</b>	
RFP Opens	March 29, 2021
RFP Questions Deadline	April 06, 2021, 3:00 pm
RFP Submission Deadline	April 19, 2021, 5:00 pm
Selected Vendor Presentations	May 3 - 7, 2021
Preferred Vendor Selected	May 12, 2021
Start of the Project	TBD
Presentation and Final Report Submission	TBD

## Evaluation Criteria

<b>Technical Proposal:</b> <ul style="list-style-type: none"> <li>• Project approach/ methodology</li> <li>• Proposed work plan</li> <li>• Examples of outcomes / tools</li> </ul>	<b>40 %</b>
<b>Management Proposal:</b> <ul style="list-style-type: none"> <li>• Firm relevant experience</li> <li>• Qualifications/Experience of Proposed key Staff</li> </ul>	<b>40 %</b>
<b>Social Impact Procurement</b> Examples: <ul style="list-style-type: none"> <li>a) Supplier diversity</li> <li>b) Workforce development</li> <li>c) Skills Training</li> </ul>	<b>10 %</b>
<b>Cost Proposal</b>	<b>10 %</b>
<b>Total</b>	<b>100%</b>



Please ensure to include all components requested in the proposal. The selection team will use the following criteria to evaluate:

- a) Vendor's methodology and approach to conducting strategic planning
- b) Previous experience in strategic planning for decentralized non-profits of a similar size
- c) Samples of past work
- d) A demonstrated understanding of the principles of truth and reconciliation
- e) Experience and understanding of how to engage diverse communities, including people who identify as Black, Indigenous, Persons of Colour, 2SLGBTQQIA+, and people with disabilities,
- f) Awareness of value chain, social impact, and community needs.

If your firm or team is interested, please indicate "***Proposal for Strategic Planning Services***" in the email subject line and submit with the attached Mandatory Submission Requirements **in PDF form** to the following email address:

Executive Director, Liz Barnett [lbarnett@thebloomgroup.org](mailto:lbarnett@thebloomgroup.org)  
**By 5 pm on April 19, 2021.**

We appreciate in advance your interest in assisting our organization and look forward to hearing from you.