



Rural Ontario Institute

Request for Proposal

Consultation Services for

Organizational Development: Social Enterprise & Leadership Structure

Issued: February 5 2021

Closes: February 19 2021

Background/Introduction

As a result of COVID-19 pandemic impacts; reduced availability of sustainable funding; and changes to how government funding is provided over the last several years, the Rural Ontario Institute is facing a number of challenges in serving its mission to provide a stable suite of programs and activities. ROI is undertaking a series of linked activities to improve the way it carries out its charitable work. The outcomes we wish to achieve through these transformative activities are to implement a revenue diversification strategy and to become more relevant and efficient in the engagement of stakeholders.

Moreover the organization will soon be recruiting a new senior leader to join our staff as the current Executive Director (Norman Ragetlie) is scheduled to retire mid 2021. This timeline was determined three years ago when the current ED assumed the role. The recent establishment of the Organizational Development Committee is part of an organizational transformation work plan that was identified by the Board in the fall of 2018 as part of our strategic planning process. The Organizational Development Committee (which includes all members of the Executive Committee) will work with the successful RFP respondent to investigate, evaluate and recommend to the Board an organizational leadership staffing model that will support our success in our transformation work and the implementation of our mission and vision.

Mission – Developing leaders and facilitating collaboration on issues facing rural and northern Ontario.

Vision – Building Vision, Voice and Leadership for strong and vibrant rural and northern Ontario communities.

There are several areas of organizational improvement on which ROI is currently working:

1. Organizational Development Review and Visioning
2. System integration: business systems and CRM processes

3. Broadening training and learning offerings
4. Fundraising strategy and implementation plan: legacy giving and donor relations

We are contracting for external expertise to support the Organizational Development Committee and Board in our work around Organizational Development Review and Visioning (1) and Broadening training and learning offerings (3); specifically in the area of Social Enterprise.

Note that although the implementation and planning of the other activities is not within the scope of this RFP, the successful respondent will nevertheless need to make themselves aware of the work plan for each of these streams and the possible implications for the work of the RFP due to the interconnectedness of these work streams across the organization. This includes, for example, understanding our evolving and broadening array of training and leadership development offerings, community of practice approaches, and/or partnerships surrounding data analysis. The integration of a learning platform sub-domain for on-line engagement is part of the systems integration project.

One other aspect of the current evolving situation for ROI includes a current process for procuring Bookkeeper/Office Manager services, which if contracted out to a service provider rather than filled as an employment contract, could have implications for the feasibility of different leadership staffing models.

Qualifications of the Respondent

The successful respondent will possess the necessary knowledge skill and ability related to charitable, non-profit organizational management to accomplish these deliverables:

1. Social Enterprise Familiarization
 - a) preparation of a few illustrative *scenarios* under which ROI might benefit from a social enterprise approach; i.e. under what circumstances or pre-conditions would it make sense for ROI to take steps to create a social enterprise in light of the organizational and administrative requirements inherent;
 - b) based on the above, *facilitate a discussion* with the Board or the Committee to review a revised ROI business model;
 - c) *prepare a report* summarizing the above and, notwithstanding the desirability of a social enterprise approach, set forth specific recommendations for appropriate Board policy framework-guidance around: i) development of partnerships/alliances for Organizational Development services ROI may wish to advertise and/or, ii) requisite checklist or test to ensure services for clients are on mission.
2. Staffing Model and ED Succession Planning
 - a) Creation of several alternative leadership staffing models and summarization of the potential benefits/risks of these models. This is primarily about the scope of ED functions and Board oversight of that function. Models could include for example those described below or other variants:

- i) ED with both program area and management roles (current). ED plays three key roles: a) Operational and financial oversight; b) Board support and organizational policy; c) stakeholder engagement & policy program director responsibilities.
 - ii) ED with both program area and management roles (previous) ED plays three key roles: a) Operational and financial oversight; b) Board support and organizational policy; c) Leadership Program director responsibilities;
 - iii) ED as “general manager” with no direct reports. Playing only two key roles a) Financial administration; b) Office management. Program Directors have program/operational accountability with subsidiary supervision of other staff. Board meeting scheduling/minute taking etc... may be contracted out or carried out by volunteers/Board themselves and through technical means such as recordings/transcripts of online meetings. Budget preparation is shared responsibility.;
 - iv) ED as General Manager +. Playing four key roles a) Financial oversight; b) office management/IT manager;c) Communications oversight d) fund development and sponsorship.
- b) Presentation of the models and summarization of the benefits/risks advice to Organization Development Cttee and Executive Committee. Preferred model is chosen by the Board.
 - c) Preparation of job descriptions, flowchart of reporting relationships and recommendations for compensation levels of the preferred model in consideration of ROI revenues and prevailing non-profit salary and wage rates.

Note that in development of the staffing model alternatives, the respondent should allocate time for interviews with current staff to surface potential pros and cons of the options being assessed.

In terms of balance of effort, the social enterprise discussion is deemed of secondary importance and proposals should not allocate more than 25% of effort to that objective.

Possibility of Follow-On Assignment

Depending upon the leadership staffing model chosen, it may be desirable for the Organizational Development consultant to participate in ED recruitment steps by reviewing job ads, developing interview questions and/or facilitating logistics and scheduling of interviews and the like. Such a role would be negotiated by separate contract with the successful respondent and is not a requirement to be addressed in the response to this RFP. Those with no interest in that follow-on work are not precluded or discouraged from submitting for this RFP.

For further clarity, ROI has an RFP out for a consultant to prepare a set of fundraising campaign strategies and it will not be to the detriment or advantage of any team/firm/collaborative to submit to either one or the other RFP as both will be assessed separately.

Timing

Planning for this work has begun and an Organizational Development Committee of the Board has been formed. The terms of reference was confirmed at a November meeting of the Committee. The social enterprise part of the proposal must be completed by mid March. The leadership position recruitment process should be completed by June/July 2021 so the preferred staffing model must be determined with the Organizational Development Committee by April 2021.

Reporting Relationship

The Vice-Chair of ROI and Chair of the Organizational Development Committee is Joe Dietrich. Joe also serves on the Executive Committee of the Board. The organizational development consultant will be accountable to the Chair of the Organizational Development Committee. The Committee is meeting monthly on the first Thursday of each month. The Executive Committee meets when necessary. All meetings are currently being held virtually on Zoom or Teams.

Proposal Submission

Proposals for this RFP must include:

- a) The CVs and relevant experience of all personnel who are proposed for the assignment;
- b) A work plan with key activities and milestones and person days allocated to the activities for any personnel for the assignment;
- c) A per diem rate for each person.

The RFPs will be scored in terms of the expertise and experience of the proponent and personnel with respect to similar assignments for other charitable, non-profit organizations; the timely achievement of the deliverables as outlined in the work plan; and the value for money proposition articulated in the submission.

Please integrate all attachments into a single document and submit electronically as a Word or .pdf file to jdietrich408@gmail.com

By 4:00:00 pm EST on February 19, 2021.