



**Beaver Emergency Services Commission
Request for Proposal
Strategic Planning Project
Closing Date October 29, 2021**

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General Description of Project

Beaver Emergency Services Commission is seeking the services of a qualified consultant to work with them to develop a comprehensive three-year strategic plan. The plan is to include a clear vision and mission as well as defined goals, objectives and priorities that are realistic, achievable, and measurable.

Background

The Beaver Emergency Services Commission (BESC) is a regional services commission established by a Province of Alberta Order in Council, April 29, 2010. The members of the commission are the municipalities of

- Town of Tofield
- Town of Viking
- Village of Ryley
- Village of Holden
- Beaver County

The member municipalities delegated their responsibility for the direction and control of fire and emergency responses and emergency management to BESC.

The board of directors which governs BESC is comprised of 7 directors who are municipally elected officials appointed by the member municipalities. Each town and village appoint one director and the County appoints three directors.

The BESC Regional Emergency Manager/Director of Emergency Management (REM/DEM) manages the administration and oversees operations of volunteer fire departments in the towns of Tofield and Viking, Villages of Ryley and Holden and the Hamlets of Bruce and Kinsella. Each department is managed by a District Fire Chief all of which report to the REM/DEM.

The REM/DEM is Chair of the Emergency Management Committee and Emergency Management Agency and responsible for the Regional Emergency Management Plan.

BESC also has one full-time administrative assistant and a part-time contract finance clerk.

BESC does not currently have a strategic plan in place. The last strategic planning exercise was in 2015.

Project Timeline

The schedule for the project is set out below and may be subject to change. If the schedule changes before the proposal due date, BESC will contact all invitees via email.

As BESC has invited proponents to submit proposals for both the Organizational Review and Strategic Planning projects the schedule has been set to consider timelines for both projects.

The strategic planning exercise will take place after the 2022 Organization Review process and is to be complete by early June 2022. The strategic plan needs to be complete by early June as according to policy, BESC is to review its business plan in June of each year.

RFP issued	October 4, 2021
Inquiry Period	October 4 – October 15, 2021
Proposal Due Date	October 29, 2021
Evaluation Period	November 1-November 15, 2021
Board Approval	December 8, 2021
Contract Award	December 13, 2021
Commence Work	May 2022
Deliverable Date	June 2022
Presentation to Board	June 2022

Scope of Work

- Work with the BESC to create a three-year strategic plan which includes; mission, vision, and values, goals objectives and priorities and key performance indicators and timelines.

- Facilitate a one-day strategic planning session at a location to be determined. The session should include a review of BESC’s mission and vision, SWOT analysis and goal setting.
- Prepare a draft Strategic Plan that is based on the information gathered at the strategic planning session.
- Develop a list of key performance indicators along with a reporting structure that BESC will use to report progress and hold itself accountable.
- Follow up on the strategic plan implementation process at 3 and 6 months from plan delivery to gauge progress.

Specification of Deliverables

Work is to begin in May 2022 and be complete by June 8, 2022.

At a minimum the deliverables must include;

- Facilitate a one-day strategic planning session with the BESC board at a location to be determined. The session is to include review of mission vision and values and goals a SWOT analysis
- Prepare a 3-year strategic plan based on the information gathered at the planning session. The plan should be clear and concise and include as a minimum the following:
 - Mission, vision, goals, outcomes, performance indicators and timeline
 - Key values and guiding principles to assist direction and decision making
 - Recommended actions to achieve strategic vision and goals
- Provide a summary of the strategic planning process including a list of strategic issues and observations relevant to BESC
- Provide oversight of the plan implementation and evaluation process. This process should include 3 and 6-month follow up sessions to gauge the implementation process

The strategic plan and summary documents are to be presented to the board by June 8, 2022.

Proposal Content and Format

Proposals must include all the information in this proposal content and format section. BESC will not evaluate submissions which do not meet all requirements

Cover Letter

The person authorized to execute a contract with BESC must sign the cover letter. The letter must identify who submitted the proposal as well as the name, title, phone number, and email address of a single point of contact.

Proposal Content

- Provide background information on your firm, your work with strategic planning, your knowledge of and experience working emergency services providers.

- Explain your general approach to strategic planning and particularly how you will work with BESC during the strategic planning process
- Identify those of your team who will be involved in the project including their role and experience.
- Identify the staff support from BESC you will require to execute the proposed process.
- A sample project plan
- Proposed budget and breakdown of costs related to the project
- A list of similar projects completed and the names and contact information for three references who can speak to the quality of the work performed.

Reservation of Rights

BESC reserves the right to

- Reject any or all proposals
- Suspend or cancel the RFP at any time for any reason without penalty
- Not necessarily accept the lowest cost proposal
- Accept any proposal which it may consider being in the best interests of BESC
- At its sole discretion, modify the terms of this Request for Proposal at any time prior to closing.

Evaluation of Proposals

An evaluation committee will review all eligible proposals. The committee may contact the proponent for further information or clarification. The committee will evaluate all proposals using the following criteria.

Criteria	% of Available Points
Quality areas (quality of organization, staff, and approach) Expertise: staff, ability, previous experience Project approach: deliverables; methodology; timeline Proposed resources: experience of assigned team, education level of assigned team	35%
Technical Areas (quality of proposal presentation) Statement of Work Explanation of Approach Presentation of experience/expertise Cost Presentation	35%
Cost: BESC will calculate the cost points using the following method: Cost points = lowest proponents cost/proponents cost X25 (maximum cost points available)	30%
Total	100%

By responding to this RFP, Proponents are deemed to have accepted all the terms and conditions and agreed the decision of the evaluation of the committee is final and binding.

Proposal Submission

Proponents are to submit their proposals electronically in PDF format via email to info@besc.ca. The subject line of the email should read "ATTN Allan Weiss RFP Strategic Plan".

BESC will not accept proposals received after 4:30 pm October 29, 2021.

Inquiry Period

Proponents may ask clarifying questions regarding this RFP during the inquiry period as outlined in the calendar of events/project timeline. To ask a question, proponents must email the question to info@besc.ca. The subject line of the email should read "ATTN Allan Weiss RFP Strategic Plan".

Proponents may only ask questions that seek clarification of the RFP. Questions must reference the relevant portion of the RFP. BESC may at its option disregard any questions that do not appropriately reference the RFP, or if in the opinion of BESC, the question is not a clarifying question.

BESC will record all questions and responses and may at its discretion, distribute them to all proponents. BESC may not answer questions after October 15, 2021.