

REQUEST FOR PROPOSAL (RFP)

**CITIZEN SERVICES IMPROVEMENT AND
ORGANIZATIONAL REVIEW PROJECT**

**CHAMPAGNE AND AISHIHIK FIRST NATIONS
HAINES JUNCTION, YUKON**

FEBRUARY 3, 2017

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1. SUMMARY AND BACKGROUND

Champagne and Aishihik First Nation (CAFN) is a self-governing First Nation located in southwest Yukon with modern treaty in place since 1993. CAFN has a Final Agreement (Treaty) and related Self Government Agreement, which specifies its governing authorities, responsibilities and financing arrangements.

CAFN has a citizen population of 1276 in total. Currently 334 citizens reside in the Traditional Territory including the communities of Haines Junction, Champagne, Takhini; 416 citizens live in Whitehorse or elsewhere in Yukon and most of the remainder live elsewhere in Canada, Alaska and continental US.

The First Nation government is responsible for delivering a wide variety of services to citizens, primarily within the Yukon. The range of services included are health, social, justice, income assistance, child welfare, land management and renewable resources and related permitting and licensing, education, housing, municipal services, employment, business development and others. The current organization of the government is 8 departments each led by a Director reporting to an Executive Director who is responsible to Chief and Council. The First Nation has over 100 employees, varying seasonally, and many employees are involved in direct citizen service delivery.

In 2016, CAFN conducted a Citizen Services community consultation to engage citizens in the process of service design and to determine priorities and service gaps. The report will be provided to the successful bidder to assist with completion of this project.

The purpose of this RFP is to identify and contract a consulting team that is capable of completing a project to recommend a plan to improve services to citizens.

For more detailed background information, please visit www.cafn.ca

2. PROPOSAL GUIDELINES

This Request for Proposal meets the requirements of an open and competitive process. Proposals will be accepted until 4:30 pm Yukon time, March 3, 2017. Any proposals received after this date and time will be returned to the sender. All proposals must be signed by an official agent or representative of the company submitting the proposal.

If the organization submitting a proposal must sub-contract any work to meet the RFP requirements, this must be clearly stated in the proposal. Additionally, all costs included in proposals must be all-inclusive, including any sub-contracted work. Any proposals which call for sub-contracting part of the work must include a name and description of the organizations being contracted. All costs must be itemized to include an explanation of all fees and costs. Travel, accommodation and meeting costs must also be contained in cost estimate. Contract terms and conditions will be negotiated upon selection of the winning bidder for this RFP. All contractual terms and conditions will be subject to review by CAFN

legal advisors and will include scope, budget, schedule, and other necessary aspects of the contract.

Bidders are requested to submit a detailed resume of their firm's relevant experience. The team will bring considerable knowledge and experience in the design and management of government organizations to providing an innovative, comprehensive and integrated set of recommendations that will set the stage for service improvement. A strong understanding of the CAFN cultural, treaty and self-government context is required.

Bidders are asked to describe any connection to CAFN or Yukon First Nations by ownership, employment or other means. This connection will be considered in bid evaluation as specified below.

3. PROJECT PURPOSE AND DESCRIPTION

The purpose of this project is as follows:

The current organizational structure of departments serving citizens was based on governments of Canada and Yukon governments. In addition, the design of programs and services and the systems through which they are delivered have been heavily influenced by non-First Nation Governments. CAFN believes there may be an improved organizational structure supported by innovative systems that will improve access and citizen experience in receiving services. In addition, the effectiveness of services delivered to citizens, specifically those with multiple or complex needs, will be improved. Efficiency, or value for money, is an important consideration as well. Jobs must be designed or re-designed to serve the renewed organizational structure and improved service delivery. Creating employment and career development opportunities for CAFN citizens also remains a priority.

The structure, systems and renewal of organizational culture must work together and be rebuilt on a foundation of First Nation traditional knowledge. Cultural values, principles, virtues and ways of helping each other in community are all foundational elements. Citizen and staff communication, dialogue and engagement has been active and will remain active throughout the project.

4. PROJECT SCOPE

The scope of this project includes all background research, document review, staff and citizen engagement, new data collection, analysis, draft and final report writing and implementation planning.

The selected bidder will be responsible coordinating all project activities with the Project Manager and CAFN government departments.

The following criteria must be met to achieve a successful project:

- Citizen views and priorities have been heard and are respected.
- Staff members are fully engaged in the process and understand the project, the methods and the recommendations.
- The recommendations demonstrate the most innovative thinking available to support a vibrant, renewed, responsive and effective service oriented First Nation government organization.
- Relevant First Nation community, cultural and Traditional Knowledge is used as the foundation for design respecting prevailing cultural protocols in access, documenting and/or using restricted knowledge.
- Wisdom of Elders and citizens is honored in the process and evident in the recommendations.
- The project will build and enhance internal CAFN capacity to implement the recommendations one the project is complete.

Specific Project Objectives:

1. Review results of citizen and staff engagement completed to date and summarize recommendations for improvement.
2. Review relevant strategic and operational plans.
3. Complete an inventory of citizen services organized by program and department.
4. Review current program descriptions for accuracy and alignment with known community needs.
5. Identify gaps in services delivered and problems with the methods through which the services are provided.
6. Review current policy, including eligibility for services for citizens living on and off First Nation land and in or out of Yukon. Identify and recommend policy change, deletions or additions.
7. Review financial agreements and other funding as appropriate to determine how to design within available resources.
8. Plan and implement a process of citizen and staff engagement to ensure inclusion and buy in to the process and the recommendations.
9. Develop and confirm recommendations for change in organizational structure, systems, policy, programs, services, job descriptions, training, alternate service delivery and organizational culture that will lead to improvement of citizen services.
10. Complete a phased 2 year implementation plan with achievable milestones, specific responsibilities and costing.
11. Comprehensive communication strategy for Chief and Council, Staff and Citizens

Deliverable:

The deliverable from this project is a recommended plan to improve services to CAFN citizens. The plan must meet the objectives listed above and be sufficiently detailed and costed to provide clear guidance and ability to evaluate progress of implementing the plan.

This plan will inform decisions by Chief and Council and senior staff related to organizational structure design; organizational system including citizen engagement, service delivery, case management and others; as well as organizational culture as it supports responsive and compassionate service delivery to all citizens.

Project Management:

The project will be completed under the direction of the Citizens Services Standing Committee which includes members of Chief and Council and senior staff. The Project Manager for the Citizen Services Project is Ian Robinson who is based at the CAFN Whitehorse office, 304 Jarvis Street, 456-6878.

The consulting team will work with the committee to confirm the timelines and methods to be used to complete the project. The consulting team lead will maintain active communication with the Project Manager and meet with the Citizens Services Standing Committee monthly.

5. REQUEST FOR PROPOSAL AND PROJECT TIMELINE

Request for Proposal Timeline:

All proposals in response to this RFP are due no later than 4:30 pm Yukon time, March 3, 2017. Questions about the RFP will be answered in writing and answers distributed to all registered bidders until 48 hours before the closing.

Evaluation of proposals will be conducted on March 10, 2017. If more information or discussions are needed with any bidders during this period, the bidder(s) will be notified.

The selection decision for the winning bidder will be made no later than March 17, 2017

Upon notification, the contract negotiation with the winning bidder will begin immediately. Contract negotiations will be completed by March 24, 2017

Notifications to bidders who were not selected will be completed by March 24, 2017

Project Timeline:

Project initiation phase must be completed by April 1, 2017.

Interim report with recommendations for early action will be completed by May 31, 2017

The draft final report will be delivered September 1, 2017 and the final report and project completion and invoicing by October 1, 2017.

6. BUDGET

All proposals must include proposed costs to complete the tasks described in the project scope. Pricing should be listed for each of the major elements of the project clearly indicating time and cost.

NOTE: All costs and fees must be clearly described in each proposal.

7. BIDDER QUALIFICATIONS

Bidders should provide the following items as part of their proposal for consideration:

- Description of the consulting company and each individual team member related to:
 - Education, demonstrated abilities and experience in organizational review; organizational design and development; policy, program and service development; preferably within a First Nation government setting.
 - Completed relevant consulting projects.
 - History of team members working together on a similar project.
 - Experience in providing services to First Nation clients.
- List of how many full time, part time, and contractor staff in your organization.
- Anticipated staff you will assign to this project (total number, number of days/hours assigned, role, title, experience, fees)
- Frequency of visits to the communities for face – to –face workshop and meeting opportunities.
- Schedule for completion of the project.
- Project management methodology.
- Two reports completed by the company on similar projects within the past 5 years.
- Three relevant client references.

8. PROPOSAL EVALUATION CRITERIA

Proposal evaluation will be value driven. Lowest or any bid not necessarily accepted.

CAFN will evaluate all proposals based on the following criteria. To ensure consideration for this Request for Proposal, your proposal should be complete and address all of the following criteria:

	Criteria	Points Assigned
1.	Proposal: Overall proposal completeness and suitability - proposed methods must meet the scope and project objectives and be presented in a clear and organized manner.	20
2.	Capacity and Experience: Relevant capacity and experience of the company and assigned team members.	20
3.	Cultural Foundation: Inclusion of community, cultural and	20

	traditional knowledge specific to CAFN	
4.	Engagement: Quality of the plan for communication and engagement of citizens and staff.	8
5.	Previous Work: Demonstration of cultural competency, innovation and creativity in completed projects or proposal.	10
6.	First Nation Project Staff: Inclusion of Yukon/CAFN First Nation team members or subcontractors.	7
7.	Value and Cost: Assessment of the cost and value of the work.	15

Each bidder must submit 2 hard copies of their proposal plus an electronic copy to attention:

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