

# Request for Proposals

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## Internal Program Review and External Scan / Opportunities Review



### Introduction

The Family Counselling Centre of Cambridge and North Dumfries has been serving our communities for over 80 years. While our organization has a long history and tradition, our sustainability – and the level of service we are able to provide to the community – rests on our ability to grow, change, and adapt to a fast moving external environment.

Over the past couple of years our organization has faced a number of major challenges and changes including:

- Recent change in organizational leadership
- The addition of Cambridge Addictions Services as a program of FCCCND, and the growth of our scope from Counselling to Counselling, Addictions, and Community Outreach and Support
- Adapting to the pandemic and meeting the ever growing mental health and addictions needs
- Stagnant government funding and a growing reliance on time-limited grant funding
- Growing imperative to provide equitable and accessible supports to the full diversity of the community
- A shifting external environment that includes consolidation and mergers of organizations and programs

These major shifts and challenges fed into our new Strategic Plan, adopted by the board of directors in June 2022, which will set a new direction for the organization, which includes:

- Organizational renaming, rebranding, and a growing focus on soliciting donations and fundraising revenue, along with potential earned income
- A greater emphasis on intersectional partnerships, along with growing relationships with diverse communities
- A shift from a “counselling agency” to a multi-service, community-based agency
- Considerations of partnerships, collaborations, and mergers which would allow for greater organizational sustainability and improved support for the community
- A stronger emphasis on communications and advocacy at a systems-level.

## Scope of Work

As part of our new strategic plan, the board of directors would like to see a deep dive into the current environment/climate, the opportunities that exist for our organization within this climate, the program and service implications, gaps, and opportunities, as well as strategies and opportunities for greater collaboration with partners towards a sustainable, whole person/whole community approach.

To this end, the FCCCND board of directors is seeking an external consultant who can work with our organization to complete this review and opportunity plan. This plan would include:

- Internal Program Review: strategies to ensure sustainability of programs, data tracking and evaluation, and opportunities including earned revenue. The focus will be on understanding client needs and where to prioritize services and work.
- External Scan / Opportunities Review: Understanding community needs, partner agency service specialities and priorities to assess gaps in service in Cambridge and North Dumfries, and a look at the opportunities that exist for collaboration and/or consolidation to better serve the Cambridge and North Dumfries communities.

We anticipate the selected consultant will complete this work using multiple methods including research, interviews, surveys, focus groups, and meetings with agency staff and board members.

It is hoped that the consultant will be selected by mid-September, 2022, with the report delivered to the Board of Directors in late January, 2023. The maximum budget allowed for this project is \$20,000, inclusive of HST.

## What We Need From You

We would like to avoid asking you for a burdensome project proposal, as the proposal preparation costs are the responsibility of the vendor. What we ask of you is, in no more than 2 pages, is a letter of interest outlining:

- A short explanation of experience/expertise
- Your fee structure / anticipated project fees
- Initial thoughts on your workplan / approach to this project
- Any additional information you believe would be relevant.

We ask for letters of interest to be submitted to Cameron Dearlove, Interim Executive Director by midnight on Sunday, August 28th. Interest letters will be reviewed by the board of directors at the September meeting, with the successful consultant to be notified and sent an agreement by the end of September.

Please send submissions to [camerond@fcccnd.com](mailto:camerond@fcccnd.com) along with any questions or further required details.