



Request for Proposal Leadership Development

Request for Proposal: Leadership Development at Skylark Children, Youth & Families

Issued: February 14, 2018

Submission Deadline: February 28, 2018

Estimated Budget: \$60,000 inclusive of professional fees, expenses, and taxes

Contact: Simrat Mand, LIFT Philanthropy Partners at smand@liftpartners.ca.

LIFT Philanthropy Partners (LIFT), on behalf of Skylark Children, Youth & Families (Skylark), invites proposals to support leadership development at Skylark.

Background

LIFT is a national venture philanthropy organization. Using a national network of leading experts and businesses along with LIFT's hands-on management support, LIFT supports social purpose organizations, including Skylark, to improve their operations, measurement practices, and accountability so that their social impact is both lasting and meaningful.

Skylark Children, Youth & Families

Skylark is located in Toronto and is the result of an October 2016 merger between two accredited agencies - Delisle Youth Services and Oolagen Youth Mental Health. Skylark works with children, youth, and families with complex mental health needs or complex developmental disabilities as well as with adults with complex developmental disabilities to provide an array of programs including walk-in and counselling, centralized access to residential programs, two 24-hour residential programs, wraparound services, intensive child and family services, a youth drop-in studio, and a special needs team.

LIFT and Skylark have an 18 month engagement up to September 2018. The key goals under this partnership include having a leadership development strategy to support staff to identify, mentor, and coach potential leaders, as well as a succession plan for key roles in the organization.

Overview

LIFT is inviting proposals from interested parties for leadership development support for Skylark during the LIFT-Skylark engagement. Any extensions would require possible discussions directly with Skylark.

For Skylark, the goal is to have a leadership development strategy to develop core leadership and management competencies for selected roles, and support these staff to identify, mentor, and coach potential leaders. For key leadership roles, succession planning is required as part of their overall leadership development strategy.



As a result of its recent merger, Skylark is in the midst of a high period of change and the Skylark team has significantly grown. The amalgamation has involved bringing together staff of two complementary children's health organizations that have had to make big cultural and operational changes to align and work well within a new entity. Therefore, the leadership development approach needs to support key individuals to lead, advocate, manage, and provide support for these changes and to do so with a diversity and equity lens. This process continues to be a work in progress, and the organization recognizes that there is a need to support middle and senior management staff with performance management through the various layers of the organization with a particular focus on how to have difficult conversations as well as how to effectively manage conflict. This includes improved communications but also identification and coaching of staff so that they can be positioned to develop in to more supervisory/senior manager roles. Closely tied to this, the senior leadership team also needs to have a plan in place to develop and recruit its next generation of leadership.

Submission Procedure

All proposals must be received by LIFT Philanthropy Partners no later than 5:00 p.m. EST on February 28, 2018. Late proposals will not be accepted. Proposals should be submitted by e-mail to smad@liftpartners.ca. Proposals will only be opened after the submission deadline.

LIFT reserves the right to negotiate with the selected bidder in the event that the proposed cost exceeds available funds. LIFT also reserves the right to award the contract in whole or in part, to one or more bidders based on their proposals, or to reject any or all bids.

Submissions Requirements

Proposals will be considered from consultants and firms with demonstrated experience and success with leadership development initiatives in the social sector. All proposals should include the following:

- Consultant/Firm background (including office locations) and qualifications, include previous leadership development experience for similar assignments;
- Consultant(s)/Team, including the descriptions and experiences of each team member and their specific role on the project;
- Leadership Development Approach and Methodology, including a description of your leadership development process, methodology, tools and assessments, and specific services to be provided;
- Schedule of Work, including start and completion date;
- Total Cost, including consulting fees and expenses. Proposed fees must be valid for a period of 90 days from proposal submission;
- Examples of at least two previous leadership development experiences for social sector organizations experiencing significant growth or mergers.
- List of References with contact information.

Please note that the selected consultant/firm will be required to provide proof of liability insurance.



Proposal Criteria

All proposals received will be evaluated with the contract awarded to the bidder(s) that best meet the following criteria:

- Qualifications and previous, relevant leadership development, coaching/mentorship, and succession planning experience;
- Team background and geographic location(s);
- Leadership Development process and methodology; and
- Fee structure.

Contact Information:

All communications concerning this RFP must be directed to:

Ms. Simrat Mand
Associate Director, Social Impact Team
LIFT Philanthropy Partners
Tel: (647) 991-4366
E-mail: smand@liftpartners.ca

Leadership Development at Skylark Children, Youth & Families Responses to Questions Received

Proposal Submission Deadline: February 28, 2018

Contact: Simrat Mand, LIFT Philanthropy Partners at smand@liftpartners.ca.

Question:

What is the approximate budget or budget range for each project? If you are not comfortable releasing those details, can you provide some indication of work effort, e.g. # of consulting days.

Response:

\$60,000 inclusive of professional fees, expenses, and taxes.

Question:

Further to the sentence on Page 1 of the RFP, "For Skylark, the goal is to have a leadership development strategy to develop core leadership and management competencies for select roles...", please provide the following:

- number and roles of staff on Skylark's leadership team
- clarification on which of these roles are to be included in the strategy

Response:

Skylark has approximately 110 full and part-time staff plus a large number (approx. 100) relief/elect-to-work staff.



The strategy should include the entire management team of approx. 25; it is comprised of 2 co-CEOs, 4 Senior Directors, 5 Directors, and 14 managers.

Question:

Why is geographic location(s) of consulting team members part of the proposal selection criteria? Will a preference be given to consultants in or near the communities served by Skylark?

Response:

Consultants do not need to be based in Toronto; however they will need to demonstrate that they are able to frequently travel to and conduct in-person sessions at Skylark's Toronto location.

Question:

Confirm that the deadline for completion of the work in both cases is September 2018? If not, please clarify the timeline for each project.

Response:

Correct. Under the LIFT engagement, the deadline for completion of the work is September 2018.

Question:

What are the project requirements relative to liability insurance?

Response:

LIFT asks that the interested party carry a minimum of \$1 million liability insurance.

Question:

Clarify the scope of work associated with succession planning for both projects, i.e. Are the clients looking for an over-arching succession planning framework, or to have succession plans developed for individual leaders. If the latter, please provide details on the key leadership roles for which succession plans are required (number and type of roles for each client).

Response:

Skylark is looking for over-arching succession planning framework as well as succession plans for individual leaders outlined above.

Question:

Clarify whether or not the scope of the projects includes the delivery of supports such as coaching, mentoring and training.

Response:

Yes, and these details are expected as part of the proposal as relevant under the scope and deliverables outlined in the RFP.