

DURHAM DISTRICT SCHOOL BOARD ADMINISTRATIVE REPORT

REPORT TO: Durham District School Board **DATE:** November 21, 2022
SUBJECT: Update: Strategic Planning Procurement Process **PAGE:** 1 of 4
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1.0 Purpose

The purpose of this report is to provide the Board of Trustees with additional information about the procurement process for development of the next Durham District School Board (DDSB) multi-year strategic plan. The report has been updated to address the discussion at the October 3, 2022 Board meeting following initial receipt of the report.

2.0 Ignite Learning Strategic Priority/Operational Goals

Success – *Set high expectations and provide support to ensure all staff and students reach their potential every year.*

Well-being – *Create safe, welcoming, inclusive learning spaces to promote well-being for all students and staff.*

Leadership – *Identify future leaders, actively develop new leaders and responsively support current leaders.*

Equity – *Promote a sense of belonging and increase equitable outcomes for all by identifying and addressing barriers to success and engagement.*

Engagement – *Engage students, parents and community members to improve student outcomes and build public confidence.*

Innovation – *Re-imagine learning and teaching spaces through digital technologies and innovative resources.*

3.0 Background

School Boards in Ontario are responsible for the development, implementation and ongoing monitoring of a multi-year strategic plan. These plans inform Board policy and staff operational work. They typically span 3-5 year timeframes and include an annual reporting component. DDSB's current multi-year strategic plan, Ignite Learning, was adopted in 2018. In 2020, due to the COVID-19 pandemic, the Ignite Learning strategic plan was extended through to September 2023. In addition, staff typically prepare an operational plan that is in alignment with the strategic plan. The operational plan process has been paused to provide the new Director an opportunity to work with trustees on the consultation and development of a new strategic plan. Initiatives under the current operational plan continue to be advanced by staff with a focus on student learning and well-being, and people and culture.

4.0 Analysis

With each new strategic plan, a Request for Proposal (RFP) process is engaged in order to retain the services of an external firm to assist in the development of the plan and the consultation process, including advice and services on the recommended nature and scope of consultations as well as methodologies and strategies for meaningful engagement.

The draft scope of work and timeline that will inform the RFP is included as Appendix A. Key excerpts from the RFP scope of work are from the Education Act and are in alignment with the Board's policies and procedures.

At the October 3, 2022 Standing Committee meeting, staff provided the draft scope of work and timeline related to the RFP process. Some trustees provided comments about proceeding with the RFP given that there will be a new Board of Trustees and new Director of Education. With the current strategic plan expiring in September 2023 and considering the length of time it takes to consult with the community to develop a strategic plan, staff recommend moving forward with the RFP process to start the search for a consultant. This will ensure that responses to the RFP can be received in January which would provide the new Director of Education with the necessary lead time to engage with the Board of Trustees on the proposals and actively begin the process of selecting the consultant and planning with the Board in terms of scope of work and public consultation.

The RFP has been structured in such a way as to preserve all necessary flexibility in terms of the nature and scope of work, including the consultation process. The intent of proceeding with the RFP at this point in time is not to, in any way, derogate from the discretion of the new Director or the Board of Trustees, but to simply initiate the process. All critical steps in the process as to proposal review, selection of consultant, scope of work, and scope of public consultation remain open.

As part of the transition plan implemented by Director Marsh, incoming Director Williams-Taylor has had input and approved the current RFP.

If the RFP release is delayed until January, both the current and incoming Director are aligned that there will not be sufficient time to meaningfully engage with the DDSB community on a new strategic plan and ensure one is developed prior to the start of the 2023 school year. The transition period which we are now in is an ideal time to invite potential consultants to use the time to prepare responses to the RFP. With those responses in hand in January, incoming Director Williams-Taylor and the new Board are optimally positioned to collaboratively engage in meaningful work that will unite them in the vision-setting for the term of office.

The current strategic plan is outdated and reflects an education system untouched by longer-term closures and pandemic management's impact on learning. Furthermore, in the last term, Trustees worked hard to establish good governance, including by eliminating the practice of Board "Regulations." Key policies that were passed, such as Human Rights, Anti-Discrimination and Anti-Racism and Indigenous Education, are not reflected in the current strategic plan. It will be positive for the new Board to adopt a new Strategic Plan as early as possible in its term to reflect these key changes in the DDSB.

5.0 Financial Implications

Costs for development of the new strategic plan will be determined through the RFP process. Fees that will be incurred during the strategic plan development process will include at a minimum, payment to an external firm selected through the RFP process, as well as rebranding and distribution of materials.

6.0 Evidence of impact

The development of a multi-year strategic plan is a fundamental statutory obligation established under the Education Act.

Once adopted, in the past, staff provide reports to the Board of Trustees for information at three points in time throughout each school year related to the operational side of the multi-year strategic plan:

1. Fall Report, Annual Operational Plan – outlines key initiatives that form the focus of work across the District for School Operations and Corporate Services staff)
2. Update Report, Annual Operational Plan – provides a status update on work related to key initiatives
3. Year End Report, Annual Operational Plan – a detailed progress update including outcomes and data from each key initiative

7.0 Communication Plan

The RFP will be published on bids and tenders once finalized.

In consultation with the Board and consultant, a communications and marketing plan will be created in parallel with the new multi-year strategic plan and will include extensive promotion across the DDSB website, social media platforms and internal and public meetings to ensure the DDSB community is aware of the vision, priorities and plans for the years to be covered by the strategic plan.

DDSB community members and partners will be informed of opportunities to become involved in the strategic planning process during consultation and feedback sessions through the DDSB website, email and social media. This work would take place once the Board and new Director have an opportunity to work with the consultant to design the consultation plan.

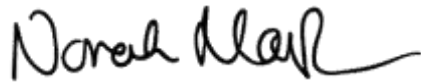
8.0 Conclusion and/or Recommendations

This report is provided to the Board of Trustees for information.

9.0 Appendices

Appendix A – Key Excerpts from the RFP

Report reviewed and submitted by:



Norah Marsh, Director of Education and Secretary to the Board



Robert Cerjanec, Executive Lead, Strategic Initiatives and External Relations

Key Excerpts from the RFP

NATURE OF MANDATE

The DDSB invites proposals for the provision of consulting services to the Board of Trustees in relation to the development of a multi-year strategic plan that will:

- promote student achievement, well-being and positive peer relationships;
- promote a positive school climate that is inclusive and accepting of all pupils, including pupils of any race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status or disability;
- ensure effective stewardship of the Board's resources; and
- deliver effective and appropriate education programs to its pupils.

It is the Board's vision that the multi-year strategic plan will address these objectives in light of, and in a manner that aligns with, supports and enhances, the Board's commitment to Indigenous rights and human rights as set out in the Board's Indigenous Education Policy and Human Rights, Anti-Discrimination and Anti-Racism Policy ("Human Rights Policy").

It is expected that the timeline to conduct appropriate consultations and develop the multi-year strategic plan will occur from January to June 2023.

SCOPE OF WORK

OBJECTIVE:

The objective is to retain a firm or individual to provide consulting services to the Board of Trustees in relation to the development of a multi-year strategic plan that will:

- promote student achievement, well-being and positive peer relationships;
- promote a positive school climate that is inclusive and accepting of all pupils, including pupils of any race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status or disability;
- ensure effective stewardship of the Board's resources; and
- deliver effective and appropriate education programs to its pupils.

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It is the Board's vision that the multi-year strategic plan will address these objectives in light of, and in a manner that aligns with, supports and enhances, the Board's commitment to Indigenous rights and human rights as set out in the Board's Indigenous Education Policy and Human Rights Policy.

In addition to providing advice and services on the development of the strategic plan, the consulting services are to include advice on the recommended nature and scope of community consultations as well as methodologies and strategies for meaningful community engagement.

The successful bidder will have the requisite skills and experience to provide the services in a timely, efficient, and cost-effective manner and the DDSB expects that proposals will demonstrate how the bidder proposes to fulfil the mandate. The bidder shall provide a proposed schedule for completing the mandate on the basis that the Strategic Plan will be approved by June 2023.

Bidders must be prepared to have their proposal accepted on a non-exclusive basis. Furthermore, the DDSB is not able to guarantee any volume of work to a successful bidder. The DDSB reserves the right, in its discretion, to engage other consultants in respect of the services covered by this request, including in circumstances to address conflicts of interests, special circumstances and special expertise.

RELATIONSHIP REQUIREMENTS:

The successful bidder shall:

- Designate a relationship partner who shall be responsible for managing the firm's relationship with the DDSB, including addressing any issues related to responsiveness, work quality, work allocation, billing and other matters.
- Maintain a service-oriented process for ensuring prompt response to inquiries and availability to respond to urgent inquiries.
- Provide monthly invoices in form and content as stipulated by the DDSB.

Pricing:

Each Proposal shall include the hourly rate of each identified team member and shall set out the bidder's willingness/proposal to assist the DDSB in managing and containing costs. The Proposal shall set out the budget for the project. Any fees or services in excess of the budget will require prior approval of the DDSB.

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Proposals should include the following information:

1. Name, address, telephone number, e-mail address.
2. Name of contact person, telephone number, e-mail address, and the proposed Relationship Partner.
3. Brief narrative about the organization (**maximum 5 pages**):
 - General Overview
 - Ability to provide high quality and responsive client service
 - Demonstrated commitment to equity and diversity
4. Experience, and the qualifications of the proposed persons to fulfil the mandate, including specific reference to any experience in School Boards or other public sector organizations.
5. A listing of 3 to 5 current or recent references, other than the DDSB. Include the name, telephone number and/or email address of a contract person who may be contacted for verification. Other Ontario school boards or organizations that are part of the broader public sector would be preferred. The DDSB reserves the right to check all references provided and to request and check additional or further references.

EVALUATION PROCESS

Evaluation Methodology

Bidders must respond to the Bid Documents by submitting all data required herein in order for the Bid to be evaluated and considered for award. Failure to submit such data shall be deemed sufficient cause for disqualification of a Bid from further consideration for award at the DDSB's discretion.

The evaluation process considers RFP compliance, Bidder qualifications, alignment with specifications, service capabilities, and price. The stages and scoring for this RFP are set out below.

Stage 1 – Mandatory Requirements

Bids must include:

- Completion and submission of Schedule "A"
- Completion and submission of Schedule "B"

Bids that do not substantially comply with the above requirements may be disqualified and may not be evaluated further.

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Stage 2 – Evaluation of Proposal

The Bids will be evaluated using the criteria and score weightings below.

Criteria	Score (points)
1. Company profile and proposed team members – narrative of organization, years in business, relevant experience, etc.	40
2. Demonstrated commitment to Indigenous rights, human rights, equity, diversity, accessibility and inclusion.	25
3. References	25
4. Price	10
Total:	100

Description of the Rated Criteria

Completion of the required documents in Section A – Submission Requirements

1. Company Profile (maximum 5 pages). Ability of the Bidder, based on its proposal, to provide high quality and responsive client service. (40 points)

Each proposal shall:

- Provide a description of the firm/individual and the number of years in business.
- Provide a description of the nature and scope of work undertaken by the firm/individual, as well as staff available to assist in fulfilling the mandate.
- Applicants shall provide information on key personnel. This information will include personnel who will be assigned to the DDSB and their proposed responsibilities/tasks in relation to the mandate. Information to be provided will include certifications, memberships, designations, degrees etc.
- Provide a summary of how the bidder intends to fulfill the mandate, including a proposed schedule for completing the mandate on the basis that the Strategic Plan will be approved by June 2023.

2. Demonstrated Commitment of the Bidder to Indigenous rights, human rights, equity, diversity, accessibility and inclusion (25 points).

Each proposal shall set out actions undertaken which demonstrate the Bidder's organizational policies, practices and commitment to Indigenous rights, human rights, equity, diversity, accessibility and inclusion in relation to the Bidder's own hiring practices and policies but also beyond its own internal practices. This bidder shall set out how it applies human rights, equity and anti-discrimination principles and approaches in the provision of services.

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3. References (25 points)

Provide references of preferably school boards or large organizations to which you are or have provided consulting services in accordance with the requirements as specified in this RFP.

Please use the format below. Under “Type of Work Performed” please include details on how your company has demonstrated the items included in 3 above (Demonstrated Commitment of the Bidder to human rights, equity, diversity, accessibility and inclusion).

A template will be provided in bids & tenders and will include the following for a minimum of 3 and up to 5 references.

Example:

Company Name:	
Company Address:	
Contact Name and Title:	
Contact Telephone:	
Contact E-mail Address:	
Date Work Performed	
Type of Work Performed:	
Annual Value of Work:	

Experience will be assessed and scored for applicability to working for DDSB on the basis of the projects listed. The DDSB reserves the right to check all references provided and to request and check additional or further references. Should the bidder not supply the required number of references, the DDSB reserves the right to reduce the bidder’s score for this criterion.

It is in the Applicant’s best interests to notify each reference that they will be contacted.

Inaccurate or incomplete contact information may result in the inability of the DDSB to obtain appropriate references and may result in lower scores.

4. Price (10 points)

Provide the hourly rate of each identified team member and set out the bidder’s willingness/proposal to assist the DDSB in managing and containing costs, for services to complete the work as outlined in the Scope of Work plus HST in Schedule “B” “Description” section of the Form of Proposal page 2. Travel expenses are not permitted.

The Proposal shall set out the budget for the project. Any fees or services in excess of the budget will require prior approval of the DDSB.

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Stage 3 – Interviews for Short-listed Bidders

During this stage, top scoring bidders from Stage 2 will be short listed and granted an interview/presentation with the evaluation committee. Proposals from Bidders not on the short list will be given no further consideration. The committee has the discretion as to how many Bidders to place on the short list.

An additional 25 points will be available to shortlisted bidders based on their interview/presentation.