

## PART 2 – SUBMISSION INSTRUCTIONS & EVALUATION

### SECTION 1 – GENERAL

- Proposals should preferably be limited to 20 pages double sided, (for a total of 40 pages), 11 point font, with unlimited appendices.
- Proponents should send the completed REOI application and all required documents in PDF format (unless otherwise specified in the sections below) **attached in one email to [policingreform@toronto.ca](mailto:policingreform@toronto.ca)** by the REOI submission deadline of **August 18, 2021 at 5:00 PM Eastern Standard Time**. In accordance with public health measures, only email applications and required documents will be accepted at this time.
- Please note only one application including the required documents per organization will be accepted. Multiple applications, incomplete applications, and documents submitted after the submission deadline of August 18, 2021 by 5:00 PM Eastern Standard Time will not be accepted and your organization will automatically be deemed ineligible.
- The Written Proposal should contain the following items outlined in “Section 2 – Written Proposal Content Mandatory Requirements” below.

### SECTION 2 – WRITTEN PROPOSAL CONTENT MANDATORY REQUIREMENTS

#### 1. Letter of Introduction

Attach a letter introducing the Proponent and signed (or electronically signed) by the person(s) authorized to sign on behalf of and to bind the Proponent to statements made in response to this REOI. This should be the same authorized signing officer of the Proponent who is indicated in the submission form.

#### 2. Executive Summary

The Proponent should provide a summary of the key features of the Proposal.

#### 3. Organizational Profile

Proponents should have the staff and organization to ensure their ability to deliver and support the proposed project. To allow the Proponent to be evaluated fully as a viable and sound enterprise, include the following information with respect to the Proponent, and if applicable, for each member of a collaborative proposal (Lead Organization and Sub-Contracted Organizations):

- A. A profile and summary of the Proponent (or Lead Organization and Sub-Contracted organizations as appropriate), including:
  - Date the organization(s) started;
  - Key service offerings of the organization(s);
  - Geographic areas served by the organization(s);
  - Major funders and/or collaborators in current service or program delivery;

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- Experience serving marginalized populations including people with lived-experience of mental health and substance use challenges, Indigenous, Black, and equity-seeking communities;
  - Experience providing access to holistic care for clients of various ages and their families and/or support networks.
  - Profiles of Board Membership and Executive Leadership positions.
- B. If the Proponent is a member of a collaborative proposal, provide a description of the relationship(s) between the members of the collaborative proposal (e.g. Lead Organization and Sub-Contracted Organization(s)). Description should include:
- Rationale for why combining the teams would be beneficial; and
  - How partner organizations will address potential mission drift within service delivery.
- C. Please describe how your Board of Directors, management, and direct services staff reflects the communities intended to be served by the Community Crisis Support Service pilot and describe any equity measures you use to determine staff and Board Member selection.

#### **4. Experience and Qualifications of the Proponent**

It is important that the work be undertaken by a Proponent who can demonstrate specific knowledge of, and experience in performing similar work for projects of comparable nature, size and scope.

Please note that where the skills/expertise/experience are being provided by a subcontractor or other legal entity apart from the Proponent, a Proposal that does not include the information requested in this section for each such subcontractor or other entity will not be awarded full marks during the evaluation process.

In particular, the Proponent should demonstrate the following:

- A. Organizational Information:
- Proponents (or minimum one (1) partner organization in the case of a collaborative proposal) must provide proof of their status as a “health service provider” as defined in [The People's Health Care Act \(2019\)](#).
  - Proof of incorporation and status as a not-for-profit or charitable organization status; and
  - Most recent audited budget statements for Lead Organization and, if appropriate, sub-contracted organization(s).

- B. Experience of the Proponent with other similar projects and/or services:

Necessary skills, experience and expertise to design, deliver and operationalize the Proposed Program Delivery Model, including:

- Experience in delivering crisis, mental health and substance-use-specific support services and programs that serve individuals who are experiencing mental health and substance use challenges;

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- Demonstrated experience in working with diverse groups that include: Persons with Disabilities, Indigenous, Black, Racialized, LGBTQ2S+ and Neurodiverse communities;
  - Experience and demonstrated ability to manage the project (administrative oversight, processes and procedures);
  - The ability to meet all City of Toronto program requirements per Part 1, Section 2 – Scope of Services; and,
  - Proponents are encouraged to describe any additional preferred qualifications per Part 1, Section 2- Scope of Services.
- C. Preferably provide a minimum of three (3) references for the purpose of evaluating the Proponent's experience and track record of success in the last seven (7) years.

Note that the City prefers references that can speak to the Proponent's work in delivering similar services or projects to those outlined in the REOI. For example, solutions for the municipal/public sector, using the same or similar approaches, projects of similar size, scale and complexity. Each reference should include:

- Description of experiences including project collaborators, outcomes, successes and challenges;
- name of the reference organization;
- a contact name and title, address and telephone number;
- the size and nature of the reference organization's business;
- the number of years dealing with the reference organization;
- a description of the project;
- the timing and duration of the Proponent's involvement in the project;
- the services that were provided by the Proponent;
- date of the project;
- details regarding the scale of the project; and
- reference organization's URL address.

In providing references, Proponents agree that the City can contact the individuals provided as part of the evaluation process. The City will make its own arrangements in contacting the references. Substitution of references will not be permitted after the close of the REOI submission period.

References and Past Performance - The City's evaluation may include information provided by the Proponent's references and may also consider the Proponent's past performance on previous contracts with the City or other related Agencies, Boards or Commissions of the City.

## **5. Proposed Management Staff Team and Resources**

It is important that the work be undertaken by a team who can demonstrate specific knowledge of, and experience in performing similar work for projects of comparable nature, size and scope. It is important that key project individuals (i.e. major areas of responsibility) be named, with accompanying indication of guaranteed availability.

In particular, the Proponent (Lead Organization and Sub-Contracted Organizations, as appropriate) should provide the following:

- A. A list of key staff that the Proponent would propose to use for this work together with their professional qualifications, related project experience and an indication of their duties and responsibilities on this particular project. Also provide licensing requirements as appropriate, and other factors relevant to the services described in Part 1, Section 2 – Scope of Services.
- B. Include strategies and individuals that can fulfill the roles and responsibilities for any unforeseen events requiring replacement of team members.
- C. Attach resumes for proposed management staff as per Part 1, Section 2 – Scope of Services
- D. Provide a statement of any conflict of interest, if applicable.
- E. The Proponent should attach signed consent forms authorizing the disclosure of personal information to the City, or its designated agent(s), for any resumes that are submitted; however, the Proponent will accept all liability if signed consent forms and resumes are not disclosed to the City.
- F. Proponents should provide a description of supervision expected to be provided by management staff to pilot staff identified in Part 1, Section 2—Scope of Services, as well as any relevant policies or procedures in relation to:
  - Supervision frequency;
  - Debrief processes;
  - Benefits/sick days and other supports for staff wellness given the intensity of the work;
  - Safety planning for staff.

## **6. Proposed Program Delivery Model**

The Proponent should provide the following:

- A. A statement of the Proponent's chosen geographic catchment area in which the pilot will operate (the "Pilot Area"). The Proponent shall:
  - Identify the Toronto Police Divisions implicated in the proposal (including Division number and Division boundaries);
  - Provide a rationale for the chosen geography;
  - Describe how the Proposed Program Delivery Model and associated resources will be applied across the proposed geographic catchment area.
- B. Provide a statement of the Proponent's understanding of the goals and objectives of the pilot project.

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- C. Provide a detailed description of how the Proponent intends to achieve the goals and objectives of the pilot project including:
- A brief description outlining why the specific Program Delivery Model has been recommended;
  - The detailed functions/characteristics/specifications of the goods/services;
  - The proposed staff teams size, skillset, expertise, and onboarding training for staff;
  - The deliverables/outcomes that will be provided as part of the project; and
  - A summary of risks/problems/issues associated with the work and how they will be mitigated.
  - A description of experience and ability to work effectively with City staff, community groups, and other stakeholders.
  - A description of experience and approach to building relationships and maintaining trust with service users and their families and/or support networks
- D. Submit a high-level work plan, which includes key deliverables, timelines roles and responsibilities, for the period from August 2021 until the launch of the service in May 2022.
- E. Provide detailed descriptions of the following:
- The Proponent's community partnerships that they will rely on to deliver services within the proposed pilot catchment area.
  - The Proponent's approach to engaging community stakeholders and clients in the implementation of the Community Crisis Support Service pilot.
  - The Proponent's approach to handling client data and their capacity to collect and manage confidential data.
  - Approaches to ensuring cultural safety for 1) staff, 2) clients and their families/support networks
  - Any value-added measures or cost savings identified by the Proponent.
  - The framework presented in this REOI has been developed to represent the broad approach the City intends to implement for this Community Crisis Support Service pilot. Is there anything missing or anything additional you would add to the framework?

## **SECTION 3 – BUDGET FORM INSTRUCTIONS**

### **A. Instructions for Budgeting**

1. All sections of the Budget Form should be completed. All blanks must be filled in and all entries for lump sums and totals should be filled in, as appropriate.
2. Prices that are intended to be zero cost/no charge to the City are to be submitted in the space provided in the Budget Form as "\$0.00".
3. All pricing provided must be inclusive of all applicable duties and taxes except for HST, which should be itemized separately, and of all fees, expenses and costs for the complete performance of the Contract.

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4. Proponents are not to base their Budget Form upon unilateral or undisclosed assumptions or conditions which, if not true, would render the Proponent's pricing inapplicable or subject to change.
5. Rates quoted by the Proponent must be all-inclusive and must include all labour and material costs, all travel and carriage costs, all insurance costs, all costs of delivery, all costs of installation and set-up, including any pre-delivery inspection charges, and all other overhead, including any fees or other charges required by law. Proponent price should include below deliverables at minimum:
  1. Staffing to cover project administration and coordination, data collection and reporting, and crisis teams that include at least two (2) Crisis Support Specialists per mobile team, and Community Resource Specialists;
  2. Clinical supervision and consultation for staff;
  3. Any administrative costs needed (e.g. printing);
  4. Flexible funds to support engagement of individuals reached;
  5. Training and materials;
  6. IT equipment (e.g. phones, tablets for field-based resources and documentation);
  7. Two vehicles (at minimum), specifications to be identified by the City, modified to provide safe transport, harm reduction and street outreach supplies;
  8. Materials and supplies for mobile team use (eg. food, clothing, first aid, harm reduction supplies, etc.).
  9. In-kind or value-added contributions to the project.

**B. Payment Terms**

1. Propose payment terms for Core Pricing. The City's standard payment terms are 60 days from the receipt of the invoice. The final payment terms may be subject to further negotiation.
2. Propose any early payment discount terms.
3. If all the correct billing information has been indicated on the invoice, and no acceptable discount for early payment has been offered, the City will endeavour to pay within the Supplier's terms from the receipt date of the invoice in Corporate Accounts Payable Unit - Metro Hall, 55 John Street, 14th floor.
4. Payment terms should be clearly indicated on the invoice including early payment terms.

### **C. Budget Form**

1. The Budget Form is included separately as an individual Excel Sheet. Proponents are required to download and complete this Form.
2. Instructions for Budget Form Tables 1-6: Proponents are to fill out each of the tables, one (1) through six (6) as per requirements detailed in Part 1, Section 2 – Scope of Services.
  - a. Table 1 - Project Management, Administration and Oversight: Costs for all elements required for ongoing project management, administration and oversight of the pilot.
  - b. Table 2 - Mobile Crisis Response and Support
  - c. Table 3 - Post-Crisis Case Management and Follow-Up Support: Costs for all elements required for post-crises case management & follow-up support must be included.
  - d. Table 4 - Communication and Information Management: Costs for all elements required for communications & information management must be included.
  - e. Table 5 - System Coordination and Community Outreach: Costs for all elements required for systems coordination and community outreach must be included.
  - f. Table 6 - Additional Costs: Proponents are to provide supplemental costs beyond the core requirements in REOI Part 1, Section 2 – Scope of Services (if applicable). Proponents are allowed to add or delete line items in Table 6.
    - In Table 6, Proponents are to provide a description of the supplemental cost element as it relates to the elements outlined in REOI Part 1, Section 2 – Scope of Services and provide a cost for each element (if applicable).
  - g. Table 7 – In-Kind Contributions: Proponents are to provide cost details of any materials, supplies, equipment, or services provided to the City in-kind, if any.
    - In Table 7, Proponents are to provide a description of the in-kind contribution and provide a cost for each element (if applicable).

## **SECTION 4 – EVALUATION**

### **A. Evaluation Tables**

The following sections set out the categories, weightings and descriptions of the rated criteria for the REOI. Proponents will be scored out of 100 Total Points. Proponents who do not meet a minimum threshold score for a category will not proceed to the next stage of the evaluation process.

#### **Stage 1 – Review of Mandatory Submission Requirements**

<b>Mandatory Submission Requirements</b>
<b>1. Submission Form, completed</b>
<b>2. Written Proposal Documents, completed</b>
<b>3. Budget Form, completed</b>

#### **Stage 2 – Evaluation of Written Proposal Documents**

<b>Rated Criteria Category</b>	<b>Score Weighting</b>
<b>Subsection 3 – Organizational Profile</b> <ul style="list-style-type: none"> <li>Organization Profile demonstrates the Proponent has the ability to deliver and support the proposed project [<b>**4 points**</b>]</li> <li>Experience serving Indigenous populations including people with lived-experience of mental health and substance use challenges [<b>**2 points**</b>]</li> <li>Experience serving Black, Racialized, LGBTQ2S+, Neurodiverse communities, and Persons with Disabilities [<b>**1 point**</b>]</li> </ul>	[ <b>**7 points**</b> ]
<b>Subsection 4 – Experience and Qualifications of the Proponent</b> <ul style="list-style-type: none"> <li>Demonstrated experience of the Supplier with other similar projects, including references [<b>**5 points**</b>]</li> <li>Supplier demonstrated the necessary skills, experience and expertise to design deliver and operationalize the proposed Program Delivery Model [<b>**7 points**</b>]</li> </ul>	[ <b>**12 points**</b> ]
<b>Subsection 5 – Proposed Management Staff Team and Resources</b> <ul style="list-style-type: none"> <li>Key management staff proposed for this work including their professional qualifications, related project experience and their duties and responsibilities on this particular project [<b>**7 points**</b>]</li> </ul>	[ <b>**12 points**</b> ]



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<ul style="list-style-type: none"> <li>• Staff supervision, and support capacity, including supervision frequency, debrief processes, benefits/sick days, and safety planning. [<b>**5 points**</b>]</li> </ul>	
<p><b>Subsection 6 – Proposed Program Delivery Model</b></p> <ul style="list-style-type: none"> <li>• Proponent's statement of chosen geographic catchment area in which the pilot will operate [<b>**1 point**</b>]</li> <li>• Proponent's understanding of the goals and objectives of the project [<b>**2 points**</b>]</li> <li>• Proposed approach for achieving goals and requirements of Service Component 1: Ongoing Project Management, Administration, and Oversight [<b>**4 points</b>]</li> <li>• Proposed approach for achieving goals and requirements of Service Component 2: Mobile Crisis Response Support [<b>**5 points**</b>]</li> <li>• Proposed approach for achieving goals and requirements of Service Component 3: Post-Crisis Case Management and Follow-Up Support [<b>**5 points**</b>]</li> <li>• Proposed approach for achieving goals and requirements of Service Component 4: Communication and Mobile Teams Dispatch [<b>**2 points**</b>]</li> <li>• Proposed approach for achieving goals and requirements of Service Component 5: System Coordination and Community Outreach [<b>**4 points**</b>]</li> <li>• Proposed community partnerships that the Proponents will rely on to deliver services within the proposed pilot catchment area [<b>**2 points**</b>]</li> <li>• Proposed approach to engaging community stakeholders and clients in the implementation of the Community Crisis Support Service pilot [<b>**2 points**</b>]</li> <li>• Proposed approach to handling client data and Proponent's capacity to collect and manage confidential data [<b>**1 point**</b>]</li> <li>• Proposed approach to ensuring cultural safety for 1) staff, 2) clients and their families/support networks [<b>**2 points**</b>]</li> <li>• Any value-added measures, in kind or cost saving measures identified by the Proponent [<b>**2 points**</b>]</li> <li>• Proposed work plan for the period from August 2021 until the launch of the service in May 2022. [<b>**2 points**</b>]</li> </ul>	<p>[<b>**34 points**</b>]</p>
<p><b>If EOI Written Proposal score is 60% or higher, proponent will move to next phases: Interview and Budget. Scores below 60% will not receive an interview and budgets will not be reviewed.</b></p>	

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**Stage 3 – Evaluation of Interview on Proposed Model**

<b>Rated Criteria Category</b>	<b>Score Weighting</b>
<b>Interview</b>	[**25 points**]

**Stage 4 – Evaluation of Budget Submissions**

<b>Rated Criteria Category</b>	<b>Score Weighting</b>
<b>Budget Form</b>	[**10 points**]

**B. Scoring Criteria**

Proposals will be evaluated and scored using the Scoring Criteria outlined in the table below. Contents of the submitted proposals will be reviewed, evaluated and assigned a numerical score ranging from a minimum of zero (0) to a maximum of five (5).

<b>Score</b>	<b>Rating</b>	<b>Detailed Description</b>
5	Excellent	Response fully meets City's Requirement, and in some areas exceeds expectations and relevant best practices/standards.
4	Good	Response meets most of the City Requirement. Low risk per relevant best practices/standards.
3	Adequate	Response partially meets the City Requirement or addresses most but not all components of the requirement. Medium level risks identified per relevant best practices/standards.
2	Weak	Response falls short of meeting the City Requirement or only addresses some components of the requirement. Major risks identified per relevant best practices/standards.
1	Poor	Response is unacceptable or response is minimal (e.g. only statement of compliance with no substantiation)
0	Unsatisfactory	Non-responsive (e.g., a statement and/or substantiation that doesn't address or is not relevant to the requirement). Does not offer an explanation or ability to answer the question and/or meet the requirement/s.

## **APPENDICES**

- **APPENDIX A – SUBMISSION FORM**
- **APPENDIX B – SUMMARIES OF ENGAGEMENT WITH INDIGENOUS COMMUNITIES**
- **APPENDIX C – REPORT ON ALTERNATIVE APPROACHES TO CRISIS RESPONSE FROM INDIGENOUS PERSPECTIVES – REACH OUT RESPONSE NETWORK INDIGENOUS ADVISORY PANEL/ 4 DIRECTIONS**
- **APPENDIX D – COMMUNITY CRISIS SUPPORT SERVICE PILOT AREAS**
- **APPENDIX E – AGREEMENT TERMS AND CONDITIONS**