

**SAVIS of Halton
Request for Proposals
Strategic Planning
January 2025**

1.0 Background and Objective

Background

Sexual Assault and Violence Intervention Services of Halton (SAVIS of Halton) is a non-profit organization that provides free, confidential, and non-judgmental 24-hour support to all survivors of violence including female-identified, male-identified, and members of the transgender community. We advocate against violence in the community at large and promote prevention through community education.

SAVIS offers free and confidential 24/7, one-on-one crisis counselling services, with no judgment, just support. Services can be short- or long-term in nature and are open to female-identified, male-identified and transgender people aged 16 and over who are survivors of violence, including childhood sexual abuse. SAVIS does not discriminate when it comes to race, colour, disability, age or national origin.

Objective

SAVIS is seeking a qualified consultant or consulting firm with proven expertise to assist in the development of a comprehensive five-year plan including an environmental scan, a strategic plan, and an operational plan with measurable outcomes.

The Board of Directors has concluded that SAVIS' Mission, Vision, Values, and the main pillars of our previous Strategic Plan remain strategically aligned to SAVIS' programs and services. However, the environment in which SAVIS is delivering our services has changed greatly. The COVID-19 pandemic and associated increase in people working from home has increased the rate of domestic sexual violence and human trafficking. We are also seeing more individuals dealing with mental health issues including trauma and PTSD. We recognize a need for broader sexual violence services for the LGBTQ+ community. And we continue to recognize the ongoing need for all our work to be framed through an Anti-Racism/Anti-Oppression lens, including action towards combating anti-Black racism and anti-Indigenous racism. As such, proposals should include recommendations on how to imbed Anti-Racism/Anti-Oppression into the plan, particularly addressing how racism and oppression are uniquely experienced by marginalized communities.

The end deliverable of the review will be a report that includes:

1. Environmental Scan:

- Conduct a comprehensive environmental scan to identify the current state of sexual violence and human trafficking in the Halton Region.
- Analyze existing resources, services and gaps in supports for survivors in Halton.

- Prepare a “SWOT” analysis for SAVIS that incorporates a thorough assessment of the make-up and needs of people in Halton and compare to availability/quantity/quality of services (provided by SAVIS or others) to meet those needs.
- Consider different possible future scenarios and their potential impact including, but not limited to:
 - Changes in funding or funding priorities,
 - Shifts in Sexual Violence sector priorities (e.g. Covid, service backlogs),
- From this, identify areas of opportunity and provide short-term and longer-term strategic goals, including recommendations to maintain flexibility and resilience in the face of unknowns in the future.

2. Strategic Plan:

- Develop a five-year strategic plan incorporating the following:
 - Key objectives, goals, and strategies to improve shelter services
- Recommendations on how to embed Anti-Racism and Anti-Oppression into the plan, particularly how racism and oppression are experienced by Black, Indigenous, and racialized communities.
- Performance metrics to assess success of strategy in achieving objectives

3. Operational Plan:

- Create an operational plan that includes:
 - Specific, key and measurable objectives
 - Breakdown of key tasks for each objective with a suggested timeline
 - Budget and resource allocation plan to support the operational plan
 - Template to track implementation progress against the plan

In terms of timeline, the successful proponent is expected commence their work in April of 2025, with the final strategic plan to be presented to the Board, via review and recommendation of the Governance Committee, by October 2025.

2.0 Approach

The consultant will work with the Board, Staff, and Governance Committee members as needed to achieve the above deliverables. This will require interviews, meetings, reviewing of internal and external documentation and other methods of collecting information as desired by the consultant.

3.0 Submission Format and Content

The following list specifies the items to be addressed in your proposal.

Section 1: Cover Sheet

Section 2: Executive Summary

Please provide a brief overview of your organization/company, a statement about what makes your organization/company stand out from your competitors and what benefits we could realize by contracting your services. Please briefly describe your understanding of the scope, objectives, and requirements included in the RFP and your approach to managing the project requirements **(maximum one (1) page)**.

Section 3: Expertise, Experience and Qualifications

Please provide details about the following:

- Overview of Company – Include address, telephone, email; areas of expertise and how your company demonstrates alignment with our mission and values.
- Project Team – Provide names, titles, addresses, telephone numbers and emails of the person(s) who will be participating in the project.
- Discuss the availability of each team member and any potential conflicts that might impede the desired timeline for the project.
- Expertise and experience – Provide a description of the company experience and expertise of Project Team members, specifically in:
 - Needs analysis of survivors accessing gender-based violence services
 - Analysis of programs and service delivery
 - Strategic Planning for service delivery
 - Planning and policy development to address Anti-Racism and Anti-Oppression objectives.

Section 4: Work Plan

Please provide details about the approach, key steps and timing for achieving the key deliverables, and the proposed mechanism for providing progress reports. This should include any requirements for our organization to provide support (e.g. administrative or research) or for our staff to participate in the process.

Section 5: Budget

The proposal must include a detailed budget to complete the described work within the range of 20K-30K. The budget should provide a breakdown of costs in the following areas:

- Detailed breakdown of estimated costs of all items within project scope
- Estimated hours spent by each member of the project team and their fees
- Estimated travel expenses
- Any other expenses

The proposal should also include an estimate of time and effort required from staff, the Governance Committee and the Board to achieve deliverables.

Section 6: References

Provide a minimum of three organizations that have used your services for a comparable project review within the past four years. For each reference supply the organization, contact person, their title, telephone number and address. Describe the contract (scope, length, and other pertinent information) for each reference.

Section 7: Litigation Record

Have you been involved in litigation with any of your clients within the last six (6) years? If so, please give the name, date, and jurisdiction of each such matter, and a brief description of the nature of the dispute and the outcome.

Section 8: Ensuring Client Satisfaction

Provide information regarding your philosophy and policies regarding client satisfaction.

Section 9: Other Additional Information (Optional)

You may provide information in this section about additional services that may be of interest to us, or any other information not included in the sections above.

4.0 Contact for information

Respondents requiring clarification of any matter must submit their question(s) in writing by email to silvia@savisofhalton.org.