



LARIDAE



Laridae Communications Inc. (on behalf of the Ottawa Food Bank)

# REQUEST FOR PROPOSAL

## CENTRALIZED HOME FOOD DELIVERY SERVICE

Issued: October 12<sup>th</sup>, 2022

Submission Due Date: November 3<sup>rd</sup>, 2022

## 1.1. Statement of Purpose

The Ottawa Food Bank (“OFB”) is inviting organization to submit proposals to develop a centralized system for home food deliveries in the Ottawa area. The current OFB home delivery program was initiated in response to the challenges faced by many in accessing food bank resources in their communities during the COVID-19 pandemic. The program allows OFB to continue to meet the needs of those in the Ottawa community while prioritizing the health and well-being of the community as a whole. OFB is now looking to see the development of a centralized home delivery service to support food security agencies across Ottawa.

OFB is passionate about ensuring that those who require food assistance in the Ottawa area are able to access it locally, readily, and reliably, and they are looking for an organization who also upholds this commitment. The successful Home Delivery Program Incoming Organization will be supported for three years through funding administered via OFB, with funding at decreasing levels each year, and work alongside the existing network of local community food banks and food security programs.

The successful organization will be responsible for developing a centralized system that organizes and executes deliveries of food from the local community food banks and food security programs across the city, to their clients.

## 1.2. Background Information

### Overview of the Ottawa Food Bank (OFB)

OFB was formed in 1984 when several small community food banks decided to work together and pool resources to help the most vulnerable in the Ottawa community.

OFB is Ottawa’s largest central food collection, warehouse, and distribution center, working in partnership with a network of 112 community food programs

to provide fresh and non-perishable food support to over 51,000 individuals per month.

They work to provide an emergency food support program in Ottawa, while also working towards a future North Star Goal:

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*“By 2050, no one in Ottawa is food insecure. We have reduced the need for bank banks and when food insecurity does happen, there is a community-based holistic response.”*

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## Vision

*Healthy, accessible, sustainable food for all.*

## Mission

*We work in partnership to create a healthier city by empowering people, increasing access to healthy food, and advocating for systemic changes that reduce food insecurity.*

At present, the Ottawa Food Bank supports 24 independently-operated community food banks in the Ottawa area with food and other supports, including supporting home delivery for 5 of these catchment-based agencies.

## Overview of Food Delivery Across Ottawa

It has been apparent to the food security community in Ottawa for some time that there exists and persists a need for home deliveries. The introduction of home deliveries by different food security programs across the city as a direct response to the barriers and limitations of the COVID-19 pandemic only further emphasized the need for a more centralized system of home deliveries to Ottawa residents.

The resulting network for home deliveries in Ottawa has shifted and evolved over the past number of years, presenting Ottawa region residents with many ways to receive food to their homes. The most prominent is the Ottawa Cares network, formed in 2020 by Manor Park Community Council and assumed temporarily by the Ottawa Food Bank as of April 2022. This system, which has since expanded the number of agencies involved from two to twenty four community food banks, sought to fill the service gap present in Ottawa.

Concurrently, a number of community food banks, food cupboards and other food security-oriented organizations, such as Meals on Wheels, have carried out their own home deliveries across the city. Different models include agencies performing intake for home delivery and then partnering with larger organizations or for-profit businesses to complete the “last mile” delivery (as is the case with the Ottawa Cares network), and agencies executing the full delivery process using their own staff or volunteers.

Together with food specific cost-based delivery services such as Good Food Box or Hello Fresh, and delivery-based services such as Uber and Instacart, this constitutes the Ottawa food delivery landscape.

### 1.3. Laridae's Role in the Procurement Process

The Ottawa Food Bank has engaged [Laridae](#), a management training and consulting firm, to assist in the solicitation and evaluation of proposals. Founded in 2012, Laridae works solely with non-profit and public sector organizations. Working across Ontario and beyond, we have a dedicated team with lived leadership experience relevant to the non-profit sector, as well as a strong network of subject-matter experts.

This Request for Proposal has been issued by Laridae on behalf of the Ottawa Food Bank. Laridae will be responsible for managing all correspondence related to this Request for Proposal, including questions, inquiries, submissions, and interview invitations.

## Timelines

- Laridae will receive all submissions electronically by **5:00 pm EST on November 3, 2022.**
- Laridae and OFB will review and evaluate proposals from **November 7 – 18, 2022.**
- Laridae will invite successfully shortlisted respondents for interviews on **November 22, 2022. We ask respondents to hold this date in their calendars.**
- OFB will select and notify the successful Home Delivery Program Incoming Organization by **November 28<sup>th</sup>, 2022.**

## 1.4. Scope of Work

### Definitions

**“OFB”** means the Ottawa Food Bank, the entity connected to, and providing support for a network of food security programs in Ottawa.

**“Respondent”** means the entity submitting a response to this Request for Proposal that offers to satisfy the deliverables outlined herein.

**“Incoming Organization”** means the successful respondent selected to enter into a contract /awarded through the RFP process an agreement to develop and operate a centralized home delivery service.

**“Centralized Home Delivery Service”** means the operational system that is developed proposed by the Respondent to meet the deliverables outlined herein. The parameters of OFB’s support and involvement in the Centralized Home Delivery Service are outlined below.

**“Funding”** means the financial support provided by a third-party funder to OFB to support the successful respondent for three years, with decreasing levels of financial support after one (1) year.

## Project Overview and Goals

The Ottawa Food Bank is looking for an organization to develop and run a centralized food delivery service in coordination with local community food banks and food security programs across Ottawa.

### **Goal:**

The primary goal of the centralized food delivery service is to provide food and supplies to those who—due to barriers—would otherwise not be able to access services at their local community food banks and food security programs.

- Barriers include (but are not limited to) illness, medical limitations such as compromised immune systems, mobility restrictions, injuries, lack of access to transportation, age, or single parenthood.

### **“Delivery” includes:**

- The preparation of routes and assignment of drivers (staff and/or volunteers). (*Many software solutions exist to support this, including a custom software solution used by Ottawa Cares*).
- Use of vehicles to pick-up food orders at each local community food bank and food security program with cold chain practices in place to ensure fresh and frozen items are delivered safely.
- Delivery to recipients, in accordance with any delivery details provided by the local community food bank or food security program (e.g., drop-off specifics, contactless delivery in the case of isolation, language barriers, etc.).
  - A strategy and/or technology infrastructure to increase the likelihood of delivery success.
- Inform the relevant local community food banks and food security programs of any incomplete deliveries or incidents.

Intake (i.e., receiving requests for deliveries), warehousing of food, preparation of food orders, etc. will remain the responsibility of the local community food banks and food security programs. They will be the main point of contact for those receiving, or seeking to receive, delivery. However, the delivery organization would have access to contact information to support successful

deliveries on a “need to know” basis. Ensuring the confidentiality of those receiving service will be paramount.

While, in an ideal world, the service would be available to any organization, it will be up to the applicant to set the exact parameters for which organizations would participate in this service. However, at a bare minimum, the service will support OFB’s network of community food banks (24 agencies, with catchment areas that span much of the City of Ottawa).

The expectation would be that the organization has a plan in place to scale the operations to later include the whole OFB network (including food cupboards, more specific food programs, rural and emergency food banks, etc.) or even wider to food security programs beyond the OFB network (within Ottawa).

A tiered model approach is also applicable to other elements of the organization’s work, including elements of their delivery practices and processes, the types of clientele they are able to support, and the extent of their services.

**For additional detail, see [Key Success Measures](#).**

OFB will be sharing their learnings, successes, and challenges with the incoming organization. There is flexibility to work out some of the details and learnings with OFB as the incoming organization plans to begin their work.

## Funding & Accountability

The successful Incoming Organization will receive transitional funding from OFB for the Home Delivery Program for the first three (3) years, with the amounts decreasing each year. Funding will be administered by OFB, with regular reporting requirements.

During this time, the successful Incoming Organization will be directly accountable to Natalie Spooner-Bourgogne, Director of Programs and Planning.

**Budget:**

- **Year 1:** \$140K total – note that this does not include funds that will be distributed directly to OFB member agencies to support their onboarding to the new delivery service.
  - 60% of funding at outset
  - 20% at 6 months after launch
  - 10% at 9 months after launch
  - 10% at 12 months after launch
- **Year 2:** 50% of Year 1 funding
- **Year 3:** 25% of Year 1 funding

**Reporting:**

OFB will require reports on the following metrics at the intervals of 6 months and 12 months after launch:

- Number of agencies participating in delivery services
- Number of deliveries completed
- Number of boxes (hampers) delivered

Particularly in Year 1, we are expecting to work in partnership with the successful candidate in order to support the start-up of this project. During this first year, the Ottawa Food Bank will:

- Provide relevant data and reporting material on the Home Delivery Program to the successful Incoming Organization.
- Meet regularly with the Incoming Organization for guidance and support, as well as to discuss key success measures

The successful candidate can anticipate regular meetings with Ottawa Food Bank to offer guidance and support, especially in the early phases of the project.

Informal check-ins with the Ottawa Food Bank will include discussion of success measures such as:

- How to reach all areas of community food bank (“CFB”) catchments (including rural Ottawa)



- Providing the same level of food access as would be received in person to those who can't visit a food bank in person (frequency, turnaround time, quantity/variety/quality of food as per individual agency practice)
- Ability to provide clear expectations of what service provided will look like for agencies and clients
- Consistent and secure data collection/management and reporting
- "Completion" rate of deliveries, and practices in place when deliveries are unsuccessful
- Clear staff/volunteer policies and training
- Streamlined service and communication to agencies, volunteers and clients
- Consistency in person-power to meet demand (plan to be scalable); contingencies in place to address shortage of person-power; volunteer recruitment/retention strategies
- Incorporation of community engagement (experience of delivery recipients and organizations who have previously done deliveries)
- Participation in the existing food security system (rather than creating a new system or working in parallel)

After three years, the incoming organization should be operational without any designated funding from OFB.

## Key Success Measures

The following success measures were identified through community consultation, a community co-design process, a proposal from the OFB's Home Delivery Working Group (HDWG), and an Ontario Trillium Foundation proposal for funding this transition.

## Tier 1 – Short-term

- By Sept. 2023, support at least 10 OFB agencies; by [*date TBD in discussions between the Incoming Organization and OFB*] support all OFB-supported Community Food Banks (CFB)
  - Able to reach all areas of CFB catchments (including rural Ottawa)
- Provide the same level of food access as would be received in person to those who can't visit a food bank in person
  - Same frequency, same turnaround, same quantity/variety/quality of food as per individual agency practice
- Be able to provide clear expectations of what service provided will look like for agencies and delivery recipients
- Ensure consistent and secure data collection/management and reporting
- Ensure high "completion" rate of deliveries and practices in place when deliveries are unsuccessful
- Ensure clear staff/volunteer policies and training
- Streamline service and communication to agencies, volunteers and delivery recipients
- Ensure consistent person-power to meet demand (including a plan to be scalable); contingencies in place to address shortage of person-power; recruitment/retention strategies
- Incorporate community engagement (lived experience of delivery recipients and organizations who have previously done deliveries)
- Participate in the existing food security system (rather than creating a new system or working in parallel)

## Tier 2 – Short to medium-term

- Support all OFB member agencies who want to do delivery, including rural food banks
- Ensure consistent, reliable, and predictable delivery practices
- Be able to provide service outside of regular office hours
- Be able to deliver within set windows and shortly after order is placed
- Have the ability to serve people with multiple barriers (accessibility), limited access to technology, mobility challenges, etc.

## Tier 3 – Medium to long-term

- Support food security partners who are external to the OFB network
- Be able to respond to emergencies
- Have the ability to incorporate "wellness checks" or wrap-around supports in deliveries
- Ensure people who need delivery have access (i.e., community awareness doesn't impede capacity)

## Proposal Requirements

To be considered, respondents must ensure their submission includes the following:

- A detailed account of the respondent's proven experience both in the sector, and in executing programs similar in nature.
- How the respondent plans to ensure the sustainability of this program, with details including but not limited to the respondent's:
  - Existing infrastructure and resources
  - Human resource capacity (staff and/or volunteers)
  - Fiscal capacity and revenue sources
  - Staff knowledge and experience
  - Understanding of the sector
  - Existing partnerships and relationships in the sector
- How the respondents will effectively engage with the community to measure the efficacy and success of the Home Delivery Program.
- How they align with the values outlined in the [Evaluation Criteria](#).
- Proof of technical skills and/or systems to support volunteer and delivery coordination and logistics.
- Details on the respondent's organizational readiness and approach for transitioning the Home Delivery Program to their core service delivery following the initial funding period.
- Three references (*must include name and contact information and connection to the respondent*).

## 1.5. Proposal Submission

The proposal in response to this RFP must be **submitted in PDF format** and **uploaded via <https://laridaemc.com/rfp-home-delivery-services-for-the-ottawa-food-bank/>**.

The entire content of the respondent's proposal should be submitted in a fixed PDF format. Websites and/or external documents referred to but not attached will not be considered to form part of a respondent's proposal.

The proposal should be signed by a duly authorized representative of the organization and complete with all supporting documentation.

Submissions must be received no later than **5:00 p.m. EST on November 3, 2022.**

## Rejection of Proposal

OFB/Laridae reserves the right to accept or reject all or part of any proposal and to accept the proposal that is in the best interest of OFB. It is understood that submitted proposals will become part of the OFB's files without further obligation.

## Questions About This RFP

All inquiries concerning this RFP can be emailed by **October 21, 2022**, to Jennifer Haddow, Project Manager, at [jennifer@laridaemc.com](mailto:jennifer@laridaemc.com).

Responses to questions received will be issued via email to all respondents by **October 27<sup>th</sup>, 2022.**

## Confidentiality of Information

All information obtained by the respondent in connection with this proposal is the property of OFB/Laridae. It shall be treated as confidential and not used for any purpose other than for replying to this Request for Proposal and for fulfillment of any subsequent contract.

## Conflict of Interest

For the purposes of this RFP, a "Conflict of Interest" is considered to exist when, but is not limited to, situations or circumstances where:

- A respondent has an unfair or undue advantage, including but not limited to, (i) having access to information pertaining to this RFP and its development not available to other respondents (ii) any involvement or assistance in developing this RFP (iii) communications with anyone

involved in the preparation or development of this RFP that may constitute preferred treatment, advice or assistance (iv) any conduct that could be seen to compromise the openness and fairness of this competitive RFP process. **(Participation in previous RFP focus groups or surveys does not constitute a conflict of interest).**

- Existing contractual obligations, financial obligations and/or interests, relationships and commitments that could be incompatible with or compromise the respondent's ability to carry out the deliverables of this RFP and resulting contract. **(Being a Member Agency of the Ottawa Food Bank does not constitute a conflict of interest).**

## Cancellation of this Request for Proposal

OFB reserves the right to cancel this Request for Proposals (RFP), to make a partial award, or make no award at all, at any time without penalty or cost to OFB. The RFP and resulting proposal are not considered a commitment by OFB to enter into any contract.

## Submission Format

The proposal shall clearly outline the approach to be used and the respondent's understanding of the scope of work requirements including:

- 1) A profile of the respondent organization that details staff and volunteer capacity
- 2) A discussion of the respondent's approach, plan and methodology
- 3) A summary of the respondent's related experience
- 4) References

Content of the proposal at a minimum shall cover the following items:

- 1) A work plan for the project that includes the initial year, as well the respondent's plans for sustainable growth and expansion in subsequent years
- 2) A breakdown of the respondent's proposed budget

A proposal that fails to satisfy all of the mandatory submission requirements outlined herein will be rejected. All proposals are to be submitted in English.

## Terms and Conditions of the Contract

It is expected that the contract will commence no later than January 3, 2023. Contract negotiation will take place in December 2022.

## Amendment or Withdrawal of Proposals

### Amendment

Respondents may amend their proposals prior to the submission deadline by submitting, via email, a revised proposal.

### Withdrawal

At any time prior to the submission deadline, a respondent should request via email to un-submit their proposal.

## 1.6. Evaluation Criteria and Weights

Proposals will be evaluated against the following criteria. In preparing their submissions, respondents should speak, in detail, to **how they meet or will meet the specifications**.

Evaluation Criteria	Weight (%)	Details
<p><b>Sustainability and Risk Management:</b> A plan for sustainability and stability, with a strategy to address and mitigate potential risks to the project.</p>	<p>20%</p>	<ul style="list-style-type: none"> <li>• Fiscal capacity for the project and a dependable/ predictable source of funding or revenue</li> <li>• Non-profit, social enterprise or a values-aligned for-profit business</li> </ul> <p><b>If possible:</b></p> <ul style="list-style-type: none"> <li>• Social enterprise experience</li> </ul>

<p><b>Proposed Plan:</b> A plan for the project that is in alignment with expectations outlined earlier in the RFP.</p>	<p>20%</p>	<ul style="list-style-type: none"> <li>• An aligned mandate and mission to support the proposed plan</li> <li>• Values-aligned organization: respectful, reliable, flexible, community-oriented, collaborative, responsive, innovative, and forward thinking, strong commitment to an equitable system and equitable services, organized, accountable, client-centered, culturally aware, efficient, inclusive</li> </ul>
<p><b>Resources and Capacity:</b> The necessary resources and capacity to ensure the success of the program, with prioritization of organizations that come from a position of strength instead of “stretch” (still needing to acquire the necessary resources and/or capacity).</p>	<p>15%</p>	<ul style="list-style-type: none"> <li>• Significant, consistent staff and/or volunteer capacity and infrastructure in place and strong, ongoing recruitment and retention practices</li> <li>• Access to a fleet of vehicles or a network of volunteers with vehicles</li> <li>• Location/strategy that enables the deliveries to reach all areas of Ottawa</li> <li>• Staff capacity to manage/coordinate volunteers</li> <li>• Strong, open, multilingual communications</li> </ul> <p><b>If possible:</b></p> <ul style="list-style-type: none"> <li>• An established pool of volunteers, including those who are physically fit and able to climb stairs, open heavy doors, carry large packages and heavy weights</li> <li>• Capacity to increase support in emergency situations, to address last minute, emergency requests</li> <li>• Wrap around supports for those receiving food deliveries</li> </ul>
<p><b>Human Resources and Volunteer Management:</b> Experience managing volunteer and staff teams of a significant size.</p>	<p>15%</p>	<ul style="list-style-type: none"> <li>• Experienced in volunteer management and coordination</li> <li>• Well versed in coordination and logistics</li> <li>• Paid staff receive a living wage</li> <li>• Staff and volunteers who are kind, compassionate, empathetic, caring, professional, courteous, friendly, helpful, non-judgmental, and understanding</li> <li>• Volunteer and/or staff policies</li> </ul> <p><b>If possible:</b></p> <ul style="list-style-type: none"> <li>• Diverse staff at all levels</li> </ul>

<p><b>Accountability and Quality Assurance:</b> A plan to ensure accountability to the Ottawa Food Bank and to the organizations the project will support, with measures to ensure quality service and continuous improvement.</p>	<p>10%</p>	<ul style="list-style-type: none"> <li>• Have a robust monitoring system in place</li> <li>• Be open and accessible to input and feedback from delivery recipients and participating agencies – including mechanisms for acting on and incorporating this feedback</li> <li>• Be flexible and avoid “one-size fits-all” programming</li> <li>• Responsive to the needs of delivery recipients and participating agencies</li> <li>• Service evolves with the needs of the community</li> <li>• Competent with data management</li> </ul>
<p><b>Understanding of Those Receiving Food Deliveries:</b> Experienced in working with a range of systemically vulnerable populations</p>	<p>10%</p>	<ul style="list-style-type: none"> <li>• Person-centered approach</li> <li>• Vulnerable sector checks for staff and/or volunteers, or some other kind of structured screening process</li> <li>• A process to protect delivery recipient information and ensure confidentiality</li> <li>• Able to provide culturally safe services</li> <li>• Trauma-informed approach</li> <li>• Skilled at maintaining strong, clear, supportive communications with systemically vulnerable population groups</li> </ul> <p><b>If possible:</b></p> <ul style="list-style-type: none"> <li>• Have anti-racism practices and policies in place</li> <li>• Considerations to reduce stigma</li> <li>• Consistency with volunteers/staff to enable them to build a rapport with delivery recipients</li> </ul>
<p><b>Delivery Experience:</b> Knowledgeable and experienced with conducting deliveries on a large--and somewhat complex--scale, potentially including food (and perishable food) delivery</p>	<p>5%</p>	<ul style="list-style-type: none"> <li>• Strong technical knowledge and skills</li> <li>• A system to effectively and efficiently organize the deliveries, manage staff/volunteers doing deliveries, and communicate with those receiving delivery in an effective, efficient way</li> <li>• Knowledge of the principles and best practices of cold chain logistics</li> <li>• A software in place to support route planning and volunteer/staff management (e.g., Routific, Speedy Delivery, MapTag, InItLive, Omnitracs, Better Impact, Sign-up.com, Volunteer Hub, etc.)</li> </ul>
<p><b>Sector and/or Community Experience:</b> To supplement the significant experience that OFB will bring to the partnership</p>	<p>5%</p>	<ul style="list-style-type: none"> <li>• Strong knowledge of and connections within the Ottawa community</li> <li>• Well-connected; existing partnerships and networks</li> <li>• Sector knowledge and experience, including knowledge of food banks and food security</li> </ul>



		<p><b>If possible:</b></p> <ul style="list-style-type: none"> <li>• A local Ottawa-area organization</li> <li>• An organization with pre-existing partnerships in the sector, who the broader network will recognize</li> <li>• Willing to collaborate with other community resources and food security support services</li> <li>• Community profile and presence</li> <li>• Committed to solving the challenges of the food security sector</li> <li>• A system to match needs of delivery recipients with established community partners, if community services aren't offered by the Incoming Organization</li> </ul>
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The evaluation criteria was developed based on the results of and feedback from stakeholder engagement conducted by the Ottawa Food Bank and Laridae. A summary of the engagement results can be found here:

EN: <https://www.ottawafoodbank.ca/home-food-delivery-stakeholder-engagement-summary-of-results/>

FR: <https://www.ottawafoodbank.ca/fr/participation-des-intervenants-a-la-livraison-des-aliments-a-domicile-resume-des-resultats/>

## 1.7. Process Schedule

- 1) Issue date of RFP: October 12, 2022
- 2) Final date for questions: October 21, 2022
- 3) Response to questions: October 27, 2022
- 4) RFP submission deadline: November 3, 2022, at 5:00 PM EST
- 5) Notification to shortlisted candidates: November 15-17, 2022
- 6) Target interview period: November 22, 2022
- 7) Notification of award: November 28, 2022

## 1.8. Contacts

Name	Title	Responsibilities	Contact Information
Jennifer Haddow	Project Manager, Laridae	Submission Enquiries, Proposal Questions	<a href="mailto:jennifer@laridaemc.com">jennifer@laridaemc.com</a>