

Hamilton Community Foundation (HCF) is seeking consulting services to assist the board in recruiting its next President & CEO.

We are looking for a President & CEO who can lead the Foundation to fulfill both its strategic objectives and its organizational needs. The Request for Proposal below outlines the expectations and timeline for the scope of work. We are looking for a firm who has capacity and competencies including:

- Experience with conducting successful executive searches for organizations with a strong commitment to equity, diversity and inclusion (EDI)
- Reach into a wide range of communities
- Ability to understand the community foundation model.

We look forward to working with the firm to attract a qualified and diverse set of candidates. Proposals are due **January 15, 2024**, with a preferred start date of **February 12, 2024**.

About HCF

Hamilton Community Foundation was established in 1954 as Ontario's first community foundation. Like most community foundations, we have three roles:

- Helping donors to give in a way that has meaning to them and impact in the community.
- Supporting all aspects of community life through grants and financing to a wide range of charitable organizations and initiatives.
- Bringing people together to address priority issues that affect Hamiltonians.

Our vision: A vibrant, diverse and inclusive Hamilton

Our mission: To drive positive change by connecting diverse people, ideas and resources

We recently adopted new values that describe what we care about, what guides our decision making, the behaviours people can expect from us and what guides us in fulfilling our mandate. These values are *equity, Reconciliation, courage, relevance, accountability and collaboration*. You can read more [here](#).

HCF has grown to over \$260 million in endowed assets, and [grants over \\$10 million](#) a year to the community. Guided by a board of 14 directors and supported by a staff of 20, the Foundation is a well-respected community leader in Hamilton. We are in the second year of an ambitious five-year [strategic plan](#) that includes major initiatives in education, affordable housing, impact investing, equity, diversity and inclusion and relationships with Indigenous communities. More information is available on our [website](#).

Scope of work

The selected firm will advise and work with HCF's Board of Directors to create and execute all aspects of an inclusive and equitable recruitment and selection process. We are looking for the selected firm to:

- Gather and use internal and external stakeholder input and other inputs as necessary and available to help formulate the search criteria, search plan, and the profile of an ideal candidate.
- Advertise, promote and conduct additional search processes to recruit a diverse pool of highly qualified applicants.
- Screen all qualified applicants to identify those most likely to be successful in the role, and present a potential interview list, with background, to the board for consideration.
- Communicate with identified applicants on HCF's behalf.
- Schedule and co-ordinate the interview process and, with HCF, design questions and areas for further investigation.
- Participate in the interview process.
- Provide progress reports to the board as required.
- Provide decision-making support.
- Conduct reference and other checks and verify selected candidate's background.
- Notify applicants who have not been selected.
- Assist with recommending and negotiating compensation.
- Provide onboarding and transition support to board and new President & CEO.

RFP submission requirements

Proposals should include the following:

1. **Organization description:** Brief history and summary of your firm and past experience that demonstrates your capabilities to do this work. Please be sure to note any experience in Hamilton.
2. **Recruitment approach:** Please tell us about your process to find the successful candidate. Detail how you will accomplish the above scope of work, including a clear delineation of what we should expect the firm to be responsible for and what you expect from HCF. Include networks you are able to access on behalf of this search, and please identify, if possible, any unique aspects of the community foundation model that may inform your approach.
3. **Current challenges:** Please describe any current challenges that may exist in the current and/or local context to hiring senior leaders, and the strategies you would use to address them.
4. **Staff assigned to the project:** Provide a brief profile of the firm member(s) who would lead the search and any other staff who would be involved.
5. **Proposed timeline:** Estimate the start and end dates for each phase of the search process and your ability to meet the end date. Please include proposed deadlines for key deliverables. Our goal is to be able to complete interviews and possibly announce the new President & CEO by **June 24, 2024**.
6. **Budget:** Please provide your fee proposal along with narrative description of what is included as necessary. For instance if "search-related expenses" are a line item, please define what those expenses might be.
7. **EDI commitments:** Please tell us how EDI commitments and practices are ingrained in your own firm and, specifically, how EDI principles will be built into each step of the recruitment process including:
 - Job posting
 - Sourcing candidates (e.g. networks and reach)
 - Review and screening of applicants
 - The interview process
 - Offers

- Communication with unsuccessful applicants and interviewees
- Transition/onboarding

Please also comment on advice/recommendations or support you may be able to give to the board in preparing for/executing its role in this search using an EDI lens.

8. **References:** Provide two references from searches that you would view as comparable to this assignment, and tell us why you believe they are comparable.

A short-list of candidate firms may be invited to meet with the board to expand on their proposal and answer questions.

Evaluation criteria

All proposals will be evaluated based on the following key criteria:

- Understanding of HCF operating model (programs and strategic objectives) and commitment to HCF mission, values
- Performance capability—the extent to which the proposal demonstrates the firm’s ability to provide the depth and breadth of experience, skills, knowledge and creativity generally required by this project
- Completeness and quality of response, including clear deliverables and reasonable approach
- Proposed cost and timeline
- References

The selected consultant and HCF will then mutually discuss and refine the scope of work for the project and shall negotiate final conditions, compensation, and performance schedule for the contract to be executed.

Consultant selection timeline

RFP issued	December 11, 2023 After this date, firms may express their interest in proposing on this assignment so that they may receive any updates or clarifications, if needed, to the process. Please note that it is <i>not mandatory</i> for you to provide this expression of interest, but will ensure you have complete and current information.
Proposals due	January 15, 2024
Notify firms to be interviewed	Week of January 22, 2024
Interviews to take place	Week of January 29, 2024
Successful firm to be notified	Week of February 5, 2024
Preferred start date	February 12, 2024 pending mutual agreement on contract

All requests for clarification should be directed to Mary Anne Grant at m.grant@hamiltoncommunityfoundation.ca; no other contact should be made by the proposing firm to any member (board or staff) of HCF. Responses to questions from any firms may be shared by HCF to all firms, provided they have expressed their interest in proposing to HCF. To do so, please notify Mary Anne Grant by email, with the subject line "Expression of Interest" and provide a contact name and email address to whom any notifications may be directed.

By submitting a proposal, the firm authorizes HCF to contact references to evaluate the firm's qualifications for this project.

In addition, the following terms apply:

- HCF will not be liable for any costs associated with preparing or presenting proposals.

- HCF is not bound to explain its decision regarding submitted proposals.
- HCF is not bound to accept the lowest or any offer for these services and may reject any or all proposals.
- HCF reserves the right to amend the requirements as set out in this RFP at its discretion. HCF may also withdraw this RFP at its discretion.
- By accepting a proposal, HCF does not intend to bind itself legally in any way. HCF intends solely to begin negotiating a contract on the subject matter of the proposal. Unless HCF states otherwise in writing at the time, oral or written communications between you and HCF on the subject matter of the proposal are always to be considered as subject to the execution of a formal written agreement.
- All information provided by HCF to the selected consultant shall be kept confidential.

Proposal submission

Please submit your proposal no later than January 15, 2024 by 5:00 p.m. and must be sent electronically to m.grant@hamiltoncommunityfoundation.ca with the subject line: Response to RFP, President & CEO search.