



REQUEST FOR PROPOSAL: DIVERSITY, EQUITY, AND INCLUSION CONSULTANT

RELEASE DATE: January 27, 2022



TABLE OF CONTENTS

Contents

Timeline for Selection Process	3
Background.....	3
Project Overview	4
Scope of Work.....	4
Short Term – Phase 1: Activities & Deliverables	5
Longer Term – Phase 2: Activities & Deliverables.....	5
Eligibility	5
Desired Qualifications	5
Terms of Project	6
Selection Process and Review Criteria.....	6
Level 1 Review	6
Level 2 Review	6
Reference Checks	7
Required Documents.....	7
Proposed Work Plan (15-Page Maximum)	7
Qualifications, Staffing and Subcontracting (15-Page Maximum)	7
Budget/Pricing (3-Page Maximum)	8
Terms of RFP	8
Contractual Considerations	9

Timeline for Selection Process

ACTIVITY	DATE
RFP Released	January 27, 2022
Final date to submit questions and requests for additional information; all inquiries should be submitted to lberry@icadvinc.org	February 11, 2022
Response to questions	February 18, 2022
Proposal Due	February 28, 2022
Interviews	March 9, 2022
Contractor Selected	March 16, 2022
Contract Start Date	May 1, 2022

In order to respond to this Request for Proposals (RFP), the proposer must submit all required documents electronically to lberry@icadvinc.org no later than **5:00 p.m. ET on February 28, 2022**. It is the proposer's responsibility to verify submission prior to the deadline.

Questions and requests for additional information must be submitted in writing to:

Laura Berry, Executive Director
E-mail: lberry@icadvinc.org

All questions and requests for additional information regarding this RFP must be received in writing by ICADV via email before **5 p.m. ET on February 11, 2022**. ICADV reserves the sole right to determine the timing and content of the responses to all questions and requests for additional information. ICADV may respond to individual inquires and then post replies to all questions by the posting date.

¹ Note: Dates are subject to change at ICADV's sole discretion.

Background

The Indiana Coalition Against Domestic Violence, Inc. (ICADV) is a statewide collaborative membership organization committed to eliminating domestic violence and promoting safe, stable and nurturing communities. ICADV serves over 50 local domestic violence programs who provide support for victims of domestic in Indiana. Together, local programs and the statewide coalition work in collaboration to deliver a continuum of services, support, and systems to help victims and survivors find safety, obtain justice, and build lives free of abuse.

The ICADV is a private, nonprofit corporation and has been determined to be exempt from Federal income tax under Section 501(c)(3) of the Internal Revenue Code. It is governed by a 17-member Board of Directors. ICADV has a staff of 15 full-time employees and several independent contractors. Administrative offices and all records are located at 1915 W. 18th Street, Indianapolis, IN 46260. Please refer to the ICADV website at www.icadvinc.org for further information regarding the structure, philosophies, and work of the ICADV.

Project Overview

At ICADV, we believe that violence is fueled by inequities between people. We recognize the disproportionate impacts that violence has on people with identities that have been marginalized, including people of color, people with disabilities, and the LGBTQ+ community.

Historically, the work of ICADV, like most domestic violence programs founded in the 1970s and 1980s, was narrowly focused on addressing power differences based on gender, and centered the needs of white, heterosexual, female-identified victims. In 2017, ICADV adopted an organizational equity plan to redress this history of exclusion in our field, and to work towards a landscape where domestic violence programs and services would be accessible, relevant and supportive for all survivors.

In the wake of the murder of George Floyd and during the social justice movement that followed, we felt a renewed responsibility to articulate our commitment to racial justice by reexamining our existing equity plan to reaffirm who we are as an organization. We released our 2021 Equity Statement and Organizational plan, in a spirit of obligation and transparency (<https://icadvinc.org/inclusivity/>).

The plan takes a whole agency approach to ensure that domestic violence programs and services are accessible and welcoming for survivors with all identities. More broadly, it seeks to reduce inequities in our work by moving power through resources, leadership, representation, and decision-making out to communities that have been marginalized. All areas of Coalition operations are included in the plan, and all members of the staff and board of directors have responsibilities in enacting the plan.

ICADV is seeking the services of a consultant (individual or firm) to facilitate the implementation of the Coalition's Organizational Equity Plan to establish an inclusive, representative organizational infrastructure across all aspects of operations. The consultant selected must have proven expertise and demonstrated hands-on experience guiding non-profit agencies through the implementation and successful completion of organization-wide DEI transformation.

The scope of work outlines the phases and deliverables of the project. However, ICADV may consider an alternative approach to the project if proposed by the consultant. The consultant will also understand the environmental context in which our approach should be delivered both internally and externally within a now largely virtual workforce. Implementation strategies proposed must align with our mission, values, programs, our audience, and those we serve, staff, and our Board of Directors.

Scope of Work

The following scope of work represents the anticipated short and longer-term activities and deliverables focused on facilitating the implementation of ICADV's Organizational Equity Plan by project phase. ICADV anticipates the project length to be up to two (2) years. ICADV may consider an alternative approach to the project if proposed by the applicant.

Short Term – Phase 1: Activities & Deliverables

- Assist with the ongoing development, implementation, evaluation and revisions of the organizational equity plan
 - ✓ Helping individual members of staff to identify their responsibilities and work within the plan
 - ✓ Provide feedback to the Equity and Inclusion committee to ensure progress and accountability to the adopted plan
- Assess training needs and conduct training for staff and board
- Assess barriers to inclusion within the organization and make recommendation for change in policy or practice.
 - ✓ Assess ICADV's organizational policies, practices, and partnerships
 - ✓ Assess member programs' capacities to establish baseline for equity work
- Provide technical assistance to the ICADV BIPOC affinity group around planning and structure
- Participate with the Risk Management Committee and help plan for/develop strategic communications about our Diversity, Equity, and Inclusion work for the community and stakeholders.

Longer Term – Phase 2: Activities & Deliverables

- Support development of an organization-wide commitment and infrastructure to support and sustain ICADV's Diversity, Equity and Inclusion strategies including budget.
- Develop recommendations on initial strategies for ICADV to invest in to achieve deliverables outlined in this scope of work, including but not limited to, prioritized recommendations for the first two years.
- Assist ICADV's membership organizations in developing and enacting Diversity, Equity and Inclusion strategies on the local level based upon year one assessment
- Develop strategies for promoting a more inclusive workforce at the state and local levels including recruitment, training, leadership development and support among advocates with identities that have traditionally been marginalized.

Eligibility

Proposers (individual or firm) must meet the following minimum requirements:

- Minimum of five (5) years of experience in developing and executing organization-wide DEI assessment, planning and implementation efforts.
- Minimum of three (3) clients non-profit and or profit.

Proposers that do not meet the requirements above will not pass the first level of review.

Desired Qualifications

The following qualifications are desired:

- Demonstrated experience working to change systems and structures rather than individual behavioral change.
- Demonstrated experience in working with all levels of management.

-
- Demonstrated experience in working with non-profit Board of Directors
 - Preference for individual or firms who are based in Indiana
 - Preference for individual or firms that qualifies as Small and/or Minority-Owned Businesses as established by the Small Business Administration (13 CFR 121.201)
 - Demonstrated hands-on experience guiding non-profits through the planning, implementation and successful completion of organization-wide DEI learning and transformation.
 - Demonstrated experience working with individuals who have multiple identities that have been marginalized.
 - Understanding of the systems and organizational habits that create resistance to change.

Terms of Project

The project term is anticipated to be up to two (2) years beginning with the start of the contract and must conclude by September 30, 2024. Available funding for project is up to \$65,000.

Selection Process and Review Criteria

ICADV will review the proposers based on the multi-stage review process detailed below. Proposal must score satisfactorily in each level of review in order to move on to the next level of review or for final selection, as applicable.

Level 1 Review:

ICADV will evaluate all proposals for completeness and minimum requirements. Basic requirements include timely receipt of proposal, submission of all required attachments, and adherence to eligibility requirements. Proposals with omissions of any required documentation are subject to disqualification.

ICADV will also conduct a due diligence review which includes a review of any public reviews, social media and internet posts and potential litigation the proposer may be involved in currently or in the past seven (7) years. ICADV reserves the right to request additional information, if needed, to validate eligibility and/or and minimum requirements.

Additionally, ICADV will conduct a conflict-of-interest review for proposers including their subcontractors.

Level 2 Review:

Proposers that pass Level 1 review will proceed to Level 2 review - interview. Only key personnel on the proposed RFP may participate in the interview. Tentative interview dates are included in Section I: Timeline for Selection Process and are subject to change at ICADV's sole discretion. Internal reviewers will score proposals. Prior to beginning their review, reviewers will be assessed for conflicts of interest with proposers, including subcontractors, and sign a Conflict-of-Interest form to certify that there are no conflicts of interest. Further written materials may be requested prior to or after the interview. ICADV reserves the right to schedule additional interviews/meetings should additional questions arise.

Reviewers will score proposers based upon the completeness of their documentation and their alignment with our eligibility requirements.

Reference Checks

Reference checks will be completed after Level 2 review. Information obtained through reference checks will complement the results of Level 2 review and may impact the final decision for award. ICADV must be able to contact two non-profit references provided by the proposer. If two references cannot be reached, ICADV may deem the proposer ineligible for this opportunity.

If applicable, past and current performance under a ICADV agreement will inform the final decision of award. The highest scoring proposer from the interview process will be awarded the contract or recommended to ICADV's Board of Commissioners for award of the contract. Proposers must score satisfactorily in the interview to be considered for award by ICADV staff and Board.

Required Documents

Proposed Work Plan (15-Page Maximum)

1. The proposed work plan must address the following:
 - a. Describe the general approach, tools, and strategies that you would propose in carrying out the scope of work including your staffing, work phases, and any requirements of ICADV.
 - b. If you recommend a different approach to the project as outlined in the scope of work, please describe.
 - c. Describe your company's general philosophy in regard to providing the scope of work.
 - d. Describe how you would assess the DEI competence of our organization and member organizations at the beginning of the engagement and how improvement and learning would be assessed and measured throughout the project.
 - e. Provide a timeline for a potential engagement that is both rigorous and realistic. ICADV intends to invest considerable time in this work. However, we must also be mindful of staff juggling many priorities.
 - f. Describe how and when data and materials will be delivered to ICADV.
 - g. Describe the ideal working relationship between you/your firm and ICADV and how you or your firm would approach communication and coordination with ICADV.

Qualifications, Staffing and Subcontracting (15-Page Maximum)

1. Provide a brief description of your firm, including but not limited to the following:
 - a. Firm's history and type of services provided
 - b. Number of years providing successful organization-wide DEI assessment, planning and implementation efforts.
 - c. Identify what makes you or the firm uniquely qualified for this work.
 - d. Name(s) of the principles(s) of your firm.
 - e. Number of employees at the firm, if any.
 - f. If applicable, the branch office or other subcontractor that will perform, or assist in performing, the work of your proposal.
2. If subcontractors are contemplated, identify those persons or firms, the portions and monetary percentages of the work to be done by the subcontractors, how they were selected and why, and a description of how subcontracted work will be controlled, monitored, and evaluated
3. Describe your firm's prior experience with non-profit agencies.
4. Describe your experience in developing, facilitating and supporting implementation of organizational culture change initiatives.

-
5. Describe any DEI assessment tool you might use, if it is required, what it measures, the basis for its selection, and use(s) for shaping and measuring a DEI strategy.
 6. Describe your most challenging DEI assignment and what made it challenging.
 7. Provide up to three examples of DEI assessments and plans your firm has implemented.
 8. Provide up to three examples of training/education and coaching components your firm has created/provided on DEI.
 9. Resumes. (No Page Maximum)
 - a. Provide resumes and qualifications for all proposed project personnel, including all subcontractors. Indicate which of these individuals you consider key to the successful completion of the project. Identify only individuals who will do the work on this project by name and title.
 - b. Explain where these personnel will be physically located during the time they are engaged in the work.

Budget/Pricing (3-Page Maximum)

The cost of services is one of the factors that will be considered in awarding this contract. The information requested below is required to support the reasonableness of your fees.

1. Provide a cost proposal for providing the scope of work. The cost proposal should include:
 - a. List of key personnel and their hourly rates and a list of other reimbursable expenses, etc., to support the scope of work. Hourly rates should include overhead costs. Per our federal guidelines no contractor can be paid more than \$81.25 per hour without prior approval from funder. Costs can include preparation costs.
 - b. Overall cost of proposed services including justification.
2. References: Provide three (3) references (previous or current non-profit clients) who can speak to your experience and competencies in similar work, particularly with philanthropic and government clients.
3. Business License (if applicable); a Certificate of Insurance will be required when the contract is awarded to a provider.

Failure to submit all required attachments may constitute an incomplete proposal and may be grounds for disqualification. Proposers are responsible for any errors or omissions in their proposals and applications. To respond to this RFP, please complete and submit your proposal and all required documents to ICADV no later than **5:00 p.m. EST on February 28, 2022. Proposals received after this deadline will not be considered.** It is the responsibility of the proposer to ensure, prior to submission, that its proposal reflects the requirements of this solicitation. Proposers should not wait to submit documents through the online application system minutes before the closing time. ICADV will not be responsible for any delays proposers may encounter with the online application system due to multiple proposers uploading documents before the closing time.

Terms of RFP

ICADV has the right to amend this solicitation by written addendum. ICADV is responsible only for that which is expressly stated in the solicitation document and any authorized written addenda thereto. Such addenda shall be made available via the ICADV website or through email. Failure to address the requirements of an addendum may result in the proposal not being considered, at the sole discretion of ICADV. It is the responsibility of proposers to ensure, prior to submission, that their application reflects the most recent addenda information and RFP requirements.

ICADV reserves the right to reject all proposals and re-solicit for proposals. Failure to comply with proposal specifications shall be grounds for disqualification of proposals. Each proposer shall be required to honor the price and specifications quoted for a minimum of sixty (60) calendar days following submission of the proposal. ICADV also reserves the right to cancel this RFP, in its sole discretion, at any time before execution of a contract.

ICADV shall not be liable for any costs incurred in connection with a proposer's preparation of a proposal in response to this RFP. Any cover letters, résumés and curriculum vita, including attached materials, submitted in response to this RFP shall become ICADV's property and subject to public disclosure.

Each proposal shall be retained for official files. The budget, scope of work and other contractual information may be included in board materials which are made public if the contract requires board approval. Each proposer may clearly label parts of a proposal as "CONFIDENTIAL" if the proposer thereby agrees to indemnify and defend ICADV for honoring such a designation. The failure to so label any information that is released by ICADV shall constitute a complete waiver of all claims for damages caused by any release of the information.

The proposer agrees that, by submitting application proposal, the proposer authorizes ICADV to verify any or all information and/or references submitted in the proposal.

False, misleading, incomplete, or deceptively unresponsive statements in connection with a proposal shall be sufficient cause for rejection of the proposal at any time. The evaluation and determination in this area shall be at ICADV's sole judgment.

ICADV may elect to waive any minor irregularity in a proposal if the sum and substance of the proposal is present. ICADV may, at its discretion, request that the Contractor undertake additional, unanticipated, activities that are aligned to the project objectives of this RFP and incorporate such activities into the final Scope of Work/Performance Matrix and Budget, if applicable.

Contractual Considerations

The successful proposer must provide their contract within 15 days of the award for review and consideration by ICADV counsel. If a satisfactory agreement cannot be negotiated within 30 days of award, ICADV may, at its sole discretion, begin negotiations with the next qualified proposer, as determined by ICADV. ICADV may, after contract award, amend the awarded contract, scope of work and any other exhibits in accordance with the terms of the contract and as needed throughout the contract term to best meet the needs of ICADV.

Current and former ICADV grantees, contractors and vendors must be in good standing and compliant with all aspects of current and former agreements with ICADV in order to be eligible to respond to this RFP. ICADV may deem a proposer ineligible to respond to this RFP if it finds, in its sole discretion, that the proposer has done any of the following: (1) violated any term or condition of a ICADV agreement; (2) committed any act or omission, or engaged in a pattern or practice, that negatively reflects on the proposer's quality, fitness or capacity to perform services listed in this RFP; (3) committed an act or offense that indicates a lack of business integrity or business dishonesty; or (4) made or submitted a false claim to ICADV or any other public entity.

The award of a contract by ICADV to an individual/agency/organization that proposes to use subcontractors for the performance of work under the contract resulting from this RFP process shall not limit ICADV's right to approve subcontractors, assemble teams and/or assign leads. Each proposer will be evaluated independently for added value to the overall team. A copy of executed subcontract(s)

related to Program funding must be provided to ICADV.

ICADV, in its sole discretion, may conduct an evaluation of this project. Contractors will be required to comply with ICADV's evaluation and any requests for information arising out of such evaluations within the timeframe specified by ICADV.

If the awarded contract is not signed prior to the intended start date, the commencement of any activities under the contract's Scope of Work/Performance Matrix will not begin until the contract execution date (the date all parties have signed and delivered the contract) and the successful proposer will not be eligible to obtain reimbursement for any costs incurred prior to the contract execution date, unless otherwise approved in writing by ICADV. If the awarded contract is not signed by the successful proposer within thirty (30) calendar days from the proposed intended start date, ICADV may withdraw the contract award. ICADV may revise the proposed effective date prior to final execution of the awarded contract.

The Contractor shall ensure that the Contractor, its employees and subcontractors, as well as the participants in any program or service conducted hereunder, comply with all applicable federal, State and local public health orders to protect against the spread of the COVID-19 virus or other public health threat, including, without limitation, maintaining social distancing requirements, avoiding unnecessary or non-essential gatherings, and providing or requiring personal protective devices such as face masks, gloves and cleaning supplies.

Unless otherwise submitted during the RFP process, the successful proposer will be required to submit additional required documentation including, but not limited to, the following documents before the awarded contract can be fully executed:

- Appropriate business licenses (for vendors or private organizations)
- IRS Determination Letter for non-profit status (if applicable)
- Completed IRS Form W-9
- Memorandums of Understanding and Subcontracts (for any sub-contractors, collaborators, and/or partners)
- Certificates of Insurance for all insurance requirements applicable to the business structure of the Contractor.