



**REQUEST FOR PROPOSAL:
DIVERSITY, EQUITY AND INCLUSION CONSULTANT**

RELEASE DATE: AUGUST 20, 2020



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Timeline for Selection Process

ACTIVITY	DATE
RFP Released	August 20, 2020
Final date to submit questions and requests for additional information; all inquiries should be submitted to hr@pcadv.org .	August 31, 2020
Response to questions	September 11, 2020
Proposal Due	September 18, 2020
Interviews	October 9, 2020
Contractor Selected	October 19, 2020
Contract Start Date	November 2, 2020

In order to respond to this Request for Proposals (RFP), the proposer must submit all required documents electronically to hr@pcadv.org no later than **5:00 p.m. ET on September 18, 2020**. It is the proposer's responsibility to verify submission prior to the deadline. PCADV will not be responsible for any technical problems or submission failure. *Failure to submit ALL required documents by 5 p.m. ET may constitute an incomplete proposal and may be grounds for disqualification.*

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

Karen Young, Acting Chief Human Resources Officer
E-mail: karen@hrresolutions.com

All questions and requests for additional information regarding this RFP must be received in writing by PCADV via email before **5 p.m. ET on August 31, 2020**. PCADV reserves the sole right to determine the timing and content of the responses to all questions and requests for additional information. PCADV may respond to individual inquires and then post replies to all questions by the posting date.

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

Background

The Pennsylvania Coalition Against Domestic Violence (PCADV) is a statewide collaborative membership organization committed to ending intimate partner violence and all forms of violence against women. Founded in 1976, PCADV is the oldest statewide domestic violence collation in the nation. Each year, its network of 60 local domestic violence programs provide free and confidential direct services to nearly 90,000

victims and survivors of domestic violence and their children in all 67 counties of the Commonwealth Together, local programs and the statewide Coalition work in collaboration to deliver a continuum of services, support, and systems to help victim and survivors find safety, obtain justice, and build lives free of abuse.

Project Overview

Since our inception, PCADV has had a long-standing commitment to what we refer to as our Principles of Unity which can be found [our website](#).

The Pennsylvania Coalition Against Domestic Violence (PCADV), established in 1976, is incorporated in Pennsylvania as a non-profit membership organization. Since 1980, PCADV also has served as the administrator of domestic violence funding in the commonwealth, through a contract with the Pennsylvania Department of Human Services (DHS). In furtherance of PCADV's mission, the board of directors has defined and supported the development of statewide initiatives that focus on prevention, intervention and systems change as the work of the organization.

PCADV recognizes the importance of considering DEI in the context of our work environment and internal policies and practices. How DEI is operationalized in our internal practices begins with our mission and Principles of Unity, which inform the work we do and how we work together. As the organization moves forward on its DEI journey, it recognizes the importance of creating and maintaining a work environment and internal practices that encourage efforts, actions and behaviors to advance DEI.

PCADV is seeking the services of a consultant (individual or firm) to design and implement a comprehensive workplan to inform how we can best approach diversity, equity, inclusion (including implicit bias,) and anti-racism in PCADV's internal policies and practices. 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, PCADV 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 virtual workforce. The workplan must align with our mission, values, programs, our audience and those we serve, staff, and our Board of Directors.

Currently, PCADV has a full-time employee count of 36 employees (Executive Team 5, Directors and Managers 10, Staff 20). Until recently, most staff were based in our one office in Harrisburg, PA. In the context of COVID-19, PCADV is temporarily a fully remote organization. In consideration of public health and safety and staff-specific support, PCADV expects to conduct its work remotely for the foreseeable future.

Scope of Work

The following scope of work represents the anticipated short and longer-term activities and deliverables by project phase. PCADV anticipates the project length to be up to two (2) years. PCADV may consider an alternative approach to the project if proposed by the applicant.

Short Term – Phase 1: Activities & Deliverables

- Conduct an analysis and develop a baseline assessment report of PCADV's current organizational practices and level of DEI awareness and competency in order to fully appreciate the contribution of all staff and identify priorities to further strengthen DEI capacity to shape and execute PCADV operations.
- Provide insight and knowledge on DEI best practices in the field (with a particular focus on non-profit.)
- Develop a shared language and framework, including a public statement of principle regarding DEI for PCADV, that enhances the organization's ability to execute its mission, operations and strategic direction as a Coalition.
- Develop recommendations on initial strategies for PCADV to invest in to achieve deliverables outlined in this scope of work, including but not limited to, prioritized recommendations for the first two years (where and how to start PCADV's equity journey).

Longer Term – Phase 2: Activities & Deliverables

- Support development of an organization-wide commitment and infrastructure to support and sustain PCADV's DEI strategy.
- Develop a training strategy to increase staff DEI competencies, skills and capacity that reflect PCADV's DEI public statement and goals. The consultant will support implementation of the training strategies developed.
- Develop a strategy and associated roadmap (an overarching DEI Plan) that is aligned with PCADV's Strategic Plan and values and will ensure that barriers to inclusion continue to decrease, while internal awareness, knowledge and skills continue to increase. This strategy/roadmap should include methods of long-term monitoring and evaluation that consider several areas, including but not limited to, internal staffing practices, policies and procedures, community partnership and engagement, and ongoing staff education. The consultant will support implementation of the strategies developed.

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) non-profit clients in the prior 18 months.

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 in working with all levels of management.
- Preference for individual and firms who are based in PA.
- Demonstrated hands-on experience guiding non-profits through the planning, implementation and successful completion of organization-wide DEI learning and transformation.
- Trauma informed training and experience.

Terms of Project

The project term is anticipated to be up to two (2) years beginning with the start of the contract. This may be presented as a time and materials contract.

Selection Process and Review Criteria

PCADV 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:

PCADV 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.

PCADV 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. PCADV reserves the right to request additional information, if needed, to validate eligibility and/or and minimum requirements.

Additionally, PCADV 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 PCADV'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. PCADV 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. PCADV must be able to contact two non-profit references provided by the proposer. If two references cannot be reached, PCADV may deem the proposer ineligible for this opportunity.

If applicable, past and current performance under a PCADV agreement will inform the final decision of award. The highest scoring proposer from the interview process will be awarded the contract or recommended to PCADV's Board of Commissioners for award of the contract. Proposers must score satisfactorily in the interview to be considered for award by PCADV 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 PCADV.
 - 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 staff 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. PCADV intends to invest considerable time in this work. However, we must also be mindful of staff juggling many priorities. Timeline should include but is not limited to:
 - How the project will be managed and scheduled and potential ways to phase this work aligned to the approach.
 - Focus especially on details of the first 3 to 4 months of the engagement, with higher level plans for subsequent months.
 - This timeline should also account for any work that needs to be phased in and at what level (executive, managers, staff, etc.).
 - f. Describe how and when data and materials will be delivered to PCADV.
 - g. Describe the ideal working relationship between you/your firm and PCADV and how you or your firm would approach communication and coordination with PCADV.

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

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- 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 your Instructional Design expertise
 - a. According to the Association for Talent Development, Instructional Design is the creation of learning experiences and materials in a manner that results in the acquisition and application of knowledge and skills. The discipline follows a system of assessing needs, designing processes, developing materials and evaluating their effectiveness. In the context of workplace learning, Instructional Design provides a practical and systematic process for effectively designing effective curricula.
 6. Describe the DEI assessment tool you use, what it measures, the basis for its selection, and use(s) for shaping and measuring a DEI strategy.
 7. Describe your most challenging DEI assignment and what made it challenging.
 8. Provide up to three examples of DEI assessments and plans your firm has developed.
 9. Provide up to three examples of training/education and coaching components your firm has created/provided on DEI.
 10. 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.
 - 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 PCADV no later than **5:00 p.m. EST on September 18, 2020. 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. PCADV 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

PCADV has the right to amend this solicitation by written addendum. PCADV 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 online funding center. Failure to address the requirements of an addendum may result in the proposal not being considered, at the sole discretion of PCADV. It is the responsibility of proposers to ensure, prior to submission, that their application reflects the most recent addenda information and RFP requirements.

PCADV 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. PCADV also reserves the right to cancel this RFP, in its sole discretion, at any time before execution of a contract.

PCADV 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 PCADV'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 PCADV for honoring such a designation. The failure to so label any information that is released by PCADV 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 PCADV 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 PCADV's sole judgment.

PCADV may elect to waive any minor irregularity in a proposal if the sum and substance of the proposal is present. PCADV 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 PCADV counsel. If a satisfactory agreement cannot be negotiated within 30 days of award, PCADV may, at its sole discretion, begin negotiations with the next qualified proposer, as determined by PCADV. PCADV 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 PCADV.

Current and former PCADV grantees, contractors and vendors must be in good standing and compliant with all aspects of current and former agreements with PCADV in order to be eligible to respond to this RFP. PCADV 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 PCADV 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 PCADV or any other public entity.

The award of a contract by PCADV 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 PCADV'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 PCADV.

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

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 PCADV. If the awarded contract is not signed by the successful proposer within thirty (30) calendar days from the proposed intended start date, PCADV may withdraw the contract award. PCADV 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.