

LAFH Request for Proposal Diversity, Equity, Inclusion (DEI) Initiative

AGENCY OVERVIEW

A leader in the community for more than 35 years, LA Family Housing (LAFH) is one of the largest homeless service providers and real estate developers in Los Angeles. Each year we help more than 11,000 people transition out of homelessness and poverty. Over the past four years, we’ve grown exponentially – serving 61% more people on their path home. LAFH owns and operates 27 properties, including 3 Bridge Housing sites, 22 permanently affordable and supportive apartment communities, and 2 regional services centers.

We know what works to end homelessness in people’s lives. Our success is based on an individualized approach to meet each program participant’s unique needs. This model connects participants to permanent housing and helps them achieve long-term housing stability through a full continuum of services.

LA Family’s Housing success is accomplished through the leadership of its committed Board of Directors and the dedication of its talented staff, of which both provide diverse and unique perspectives, experiences, and contributions to the work and achievements of the Agency.



BACKGROUND

As a mission-driven agency and one committed to serving those in need and standing up for what’s right, LAFH has taken a strong stand on acknowledging social injustices and has made a staunch effort to respond, internally and externally.

As a result of recent incidents highlighting racial injustice and social inequities---and more importantly the call to action, the Los Angeles County Board of Supervisors passed a Motion to establish an Anti-Racist County Agency Policy, recognizing that racism has reached crisis proportions that result in large disparities in family stability, health, and mental wellness, education, employment, economic development, public safety, criminal justice and housing.

Given the work of LAFH within the City and County of Los Angeles as a lead social service provider and employer, it is critical the Agency work towards becoming more actively diverse, equitable and inclusive, and take meaningful action to ensure a deep culture change and not work that’s done once and crossed off a list.

LAFH is committed to an intentional shift in response to all forms of racism and discrimination, to promote inclusion and understanding, and work to create a more equitable approach at LAFH for staff and the community we serve.

INITIATIVE DESCRIPTION

To ensure each step taken is one forward and with a holistic viewpoint, LAFH is actively seeking a qualified and experienced consultant/firm to partner with as we perform in-depth exploratory work on the internal culture of our Agency through the lens of diversity, equity, and inclusion, recognizing our capacity to reflect and respond impacts our ability to fulfill our mission.

The ideal partner will help LAFH begin its journey to produce a more diverse, equitable and inclusive culture by:

- Creating Strategies and an implementation plan
- Transforming LAFH culture, increase employee engagement, and build internal capacity to assess and sustain DEI efforts
- Providing LAFH with a method to evaluate success
- Developing an internal support system
- Offering tools to foster belonging in the workplace

REQUIRED INITIATIVE DIRECTIVES

The ideal partner will help LAFH on this journey to become a DEI organization in the following phases:

Phase 1: Initialize

An assessment of the LAFH's DEI practices and procedures, including, but not limited to, hiring, internal and external communications, overall agency culture, professional development opportunities, etc. This assessment should include organizational strengths, weaknesses, opportunities for improvement, and threats.

- A. Assess current attitudes, existing policies, programs, and procedures within the Agency to gain insight and understanding into LAFH's culture and current practices
- B. Establish framework for creating data/metrics
- C. Identify and create LAFH Board, staff, and stakeholder engagement opportunities to develop agency-specific DEI mission/vision/goals

Phase 2: Mobilize

LAFH is looking for recommendations that will transform the work of the agency and that go beyond surface level "cookie-cutter" approaches. The recommendations must be a design solution tailored specifically for LAFH using a variety of proven tools, methodologies, and frameworks to create a more inclusive culture, both internally for staff, and externally for the persons we serve. The recommendations need to detail what is required in both the short term (6-12 months) and long-term (one to five years).

- A. Report to LAFH Executive and Senior Leadership Teams recommendations for advancing policies, programs, and practices to align with DEI approaches
- B. Solicit staff and stakeholder input before finalizing recommendations
- C. Develop a foundational training plan to ensure shared understanding of mission/vision/goals
- D. Establish Equity Core Teams to implement recommended changes to achieve metrics in mission critical organization operations, programs, and practices
- E. Establish support groups to provide safe spaces for staff to process challenges of addressing DEI in the workplace

Phase 3: Operationalize

The final part of the process is continued consultation services with the agency as a whole and specifically with the persons who have primary oversight and responsibility to ensure that the agency is implementing the DEI recommendations. The ongoing consultation services are to assist the agency in dealing with any implementation challenges including the creation of needed corrective actions or identification of additional recommendations based on environmental changes (e.g. loss of key agency staff, funding reductions, etc.).

- A. Present LAFH with Diversity, Equity, and Inclusion Strategic Plan, with associated implementation costs
- B. Serve as a thought partner for ongoing dialogue opportunities
- C. Assist LAFH stakeholders with tools and approaches to review, analyze, and recommend changes to policies, programs, and practices using DEI tools

Phase 4: Realize

- A. Begin implementation of the LAFH Diversity, Equity, and Inclusion Strategic Plan

REPORTING

Proposers shall provide written reports to LAFH leadership after completion of each phase totaling four reports detailing findings, progress, and any other relevant data and information, and shifts to Project plan/timeline/costs, if any.

A fifth and final report summary detailing lessons learned and ongoing recommendations to maintain action shall be provided within 30 days of completion.

WHO IS ELIGIBLE TO APPLY?

- Minimum of five (5) years of experience in developing and executing organization-wide DEI assessment, planning and implementation efforts.
- The following qualifications are desired:
 - Demonstrated experience in working with all levels of management.
 - Demonstrated hands-on experience guiding agencies through the planning, implementation and successful completion of organization-wide DEI learning and transformation.
 - Strong skills and experience in facilitating challenging conversations around diversity, equity, and inclusion, creating brave space for exploration and innovation, and providing engaging related trainings.
 - Understanding of systems and programs that impact people experiencing homelessness and homeless program funding sources, regulations, requirements and procedures.
 - Preference for individual and firms who are based in Southern California and experience working with non-profit and/or government agencies.

MINIMUM INSURANCE REQUIREMENTS

- Commercial General Liability insurance including, but not limited to, bodily injury, property damage, personal and advertising injury, products and completed operations in an amount not less than \$500,000 each occurrence and \$1,000,000 annual aggregate. Such liability protection shall name Proposer as the named insured and shall name LAFH as an additional insured. Additional insured status shall be accomplished by an endorsement, acceptable to LAFH, to Proposer’s liability policy. Proposer’s insurance shall be primary and LAFH’s insurance shall be excess only.
- If automobiles are utilized to perform work for LAFH, Proposer shall provide and maintain Business Automobile liability insurance, in an amount not less than \$300,000 combined single limit, providing protection against allegations of bodily injury and property damage resulting from any vehicle owned or used by Proposer and for anyone with which Proposer subcontracts any work. Proposer’s automobile insurance shall provide additional insured status in favor of LAFH.

Workers’ Compensation (statutory limit) and Employer’s Liability insurance in an amount not less than \$1,000,000 each accident and disease, for all employees of Proposer.

SUBMISSION REQUIREMENTS

Interested proposers must submit the following written information by 5:00 PM (PT) November 9, 2020 to be eligible for consideration. Missing documents will not be considered for selection:

1. Letter of Interest
2. Evidence of a minimum of five years’ experience leading or facilitating diversity, equity, and inclusion work
3. Project summary
4. Project team and associated experience
5. Project plan, including timelines and key milestones
6. Reporting metrics
7. Budget detailing all costs associated with project proposal
8. A minimum of three professional references that can be contacted to verify services rendered, or that are currently being provided

TIMELINE

Proposals and selection processes shall be in accordance to the following timelines:

ITEM	TASK	DATE
1.	RFP Solicitation	October 20, 2020 – November 9, 2020
2.	DEI Consultant Interviews— HOLD DATE	November 18, 2020
3.	Notification to Selected LAFH DEI Consultant	November 19, 2020
4.	Contract Execution / Game Plan	November 19 – November 30
5.	DEI Partnership: Groundwork/Prep work	December 2020
6.	LAFH DEI Jcolourney Begins!	January 2021

HOW TO APPLY

Interested proposers must submit questions and complete proposals to DEIconsultingopportunity@lafh.org

SCORING

Proposals will be scored on four criteria totaling 50 points:

- Completeness – 5 points available
- Understanding of objectives – 10 points available
- Project Plan – 25 points
- Budget – 5 points available