

REQUEST FOR PROPOSALS



SUPPORT FOR INTERTWINE ALLIANCE PARTNERS IN ORGANIZATIONAL DIVERSITY, EQUITY, AND INCLUSION

The Intertwine Alliance is working to **Engage Alliance partners in creating an ongoing learning community focused on diversity, equity, and inclusion (DEI)**. Our goal is to bring equity work to scale across a broad and diverse array of organizations in order to fundamentally transform the multiple sectors we work with. We are requesting proposals from trainers, coaches, consultants and others who provide professional services that assist organizations in advancing their DEI goals.

Program Summary: The Intertwine Alliance will assist our partners in identifying their current needs for learning and development along the equity path, and connect them to necessary resources and ongoing peer support. Our goal is to catalyze and accelerate equity work in our community. There are four elements to this approach:

- 1) We will offer our partners the opportunity to opt in to [The Intertwine Equity Program]. Opting in is an expression of commitment to work with peers on the path to a healthier and more equitable community. Commitment is for one year, and includes dedicating time and resources to this work, both during and outside of the formal workshops and trainings.
- 2) We will assist organizations that have opted in to assess where they are along the equity spectrum and identify their current needs for support and next steps.
- 3) We will then match the organization with appropriate resources and support. Resources can include mentoring from other Intertwine partners, cohorts, workshops, and technical support from specialized consultants. The resources will be collectively chosen by Alliance partners in this program.
- 4) We will collect metrics and illustrative stories on the progress of our partner organizations along the equity continuum and aggregate and report the results. Pulling out core trends, tenants, or components associated with organizational change and equity implementation can be a powerful tool in progressing this work across organizations and the creation of a shared learning environment.

This program is funded and supported in part by the US Fish & Wildlife Service and is intended to be a year-long process with some aspect of on-going resources. Organizations, large and small, are in varying stages of their DEI thus the goal of this program is to meet organizations where they are at and provide services that will move them further along their work.

Below you will see a list of training and consultancy offerings that we anticipate providing in 2016-2017 to Intertwine's partners. Please know that this list is illustrative of the types of supports that The Intertwine Alliance anticipates providing, but that will depend on the intersection of several things: (1) the types of support requested by organizational members, (2) the numbers of members requesting various types of support, and (3) available resources to best match needs with consultants/trainers available.



TYPES OF SUPPORT NEEDED

Organizations will self-identify at which level they would like to engage in, be interviewed to assess level of commitment and DEI work already done, and be assigned to a cohort within each of the categories outlined below.

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> Understanding the basics of diversity and inclusion - What it is and why it is important? 	<ul style="list-style-type: none"> Hiring equitably 	<ul style="list-style-type: none"> Individual coaching with organizational leaders and board members
<ul style="list-style-type: none"> Historical evolution of diversity and inclusion: Why yesterday's solutions don't work today 	<ul style="list-style-type: none"> Creating equity policies 	<ul style="list-style-type: none"> Onsite technical assistance to address barriers to progress
<ul style="list-style-type: none"> Understanding whiteness and white privilege 	<ul style="list-style-type: none"> Supervision and management to support diversity, equity and inclusion 	<ul style="list-style-type: none"> Customized onsite training
<ul style="list-style-type: none"> Anti-racism workshops that raise awareness of this issues 	<ul style="list-style-type: none"> Improving data systems and calculating disparities 	<ul style="list-style-type: none"> Dealing with resistance
<ul style="list-style-type: none"> Understanding and addressing implicit bias 	<ul style="list-style-type: none"> Making programs and services culturally responsive 	<ul style="list-style-type: none"> Re-booting equity initiatives when they have stalled
<ul style="list-style-type: none"> Doing a pre-assessment of the organization's readiness for change 	<ul style="list-style-type: none"> Holding difficult conversations around equity and inclusion 	<ul style="list-style-type: none"> Establishing an evaluation framework for equity initiatives
	<ul style="list-style-type: none"> Developing and using an Equity Lens to guide the organization's decision making 	

Level 1: Foundations for Diversity and Inclusion Work

Level 1 organizations are those that are just beginning their work on equity, and exploring what it might mean, and getting some members exposed to the concepts and the work. These organizations may already be involved in diversity work by hiring more diversely, and doing some cultural sensitivity training, and now are considering moving to the more up-to-date understanding of equity and inclusion. Here are trainings and workshops that might be useful:

The funding for this work is up to \$15,000.

Level 2: Introducing and Advancing Equity in the Organization

These organizations have a core group of members ready to move the organization forward on equity issues. Such organizations are likely to be ready to do an equity assessment and build their action plans, which will then guide their work for the next few years. Some organizations may have already done such an assessment and want/need a deeper dive into content areas where they would find additional training and support useful. Level 2 organizations tend to be early in their equity work, or doing fairly well with it, and just need some additional skills and ideas.

- For a core group of staff, gathering with other organizations:
 - Group training and support to conduct an equity assessments and build action plans in the organization
- Group training on equity change processes, such as:
 - Hiring equitably
 - Creating equity policies
 - Supervision and management to support diversity, equity and inclusion
 - Improving data systems and calculating disparities
 - Making programs and services culturally responsive
 - Holding difficult conversations around equity and inclusion
 - Developing and using an Equity Lens to guide the organization's decision making
- Training for equity staffers and equity committee members with leadership roles

The funding for this work is up to \$30,000.

Level 3: Addressing Roadblocks and Maximizing Opportunities

These organizations have typically been involved in equity but not making much progress or are finding roadblocks in moving forward. With such organizations, we anticipate more individualized supports will be needed and envision that most services provided will be 1:1, working with a consultant to help the organization address challenges and maximize their opportunities. We also might consider organizations in this level who have not yet done equity work, but have an urgency to move quickly into the work and believe that individual consulting is required for moving forward.

- For organizations who have completed an assessment or for an array of reasons have been unable to do so, or have been unable to create real change, we might offer:
 - Individual coaching with organizational leaders and board members
 - Onsite technical assistance to address barriers to progress
 - Customized onsite training
- For organizations who are making progress but need additional supports
 - Dealing with resistance
 - Re-booting equity initiatives when they have stalled
 - Establishing an evaluation framework for equity initiatives
- Assistant to help organizations build a strategy for moving equity forward
 - Offering group training/consulting in this area
 - Individual organization-based supports

The funding for this work is up to \$30,000.

SELECTION PROCESS

After RFPs are received, members of the Intertwine Alliance Board and a group of program participants will review the proposals and make selections. Work is expected to begin in November or December. The organizations opting into this program are making a year commitment. While your work might vary based on program, we hope that you can participate in follow up work as applicable.

If you are interested in being a Service Provider for partner organizations, please answer the following questions:

- Briefly tell us about your programs or training services.
- Who do you primarily work with (private, public, non-profit, large or small organizations)?
- Of the types of support we have identified, which ones do you believe you are best equipped to provide?
- What additional support would you like us to consider providing (now or in the future) that you are able to deliver?
- What experience do you have with environmental organizations and/or environmental work?
- What is your view of equity and the environment?
- What tools, knowledge, and/or resources do participants of your program receive?
- How have you followed up with your participants in your previous work? What feedback can you share?
- Do you evaluate your program or process? Can you share the results?

Documentation should not exceed five pages. **Please submit the required documentation to: Lauren at lauren@theintertwine.org by Friday November 18th.** Cohorts will be making selections by December 9th.