



177 Day Island Rd., Eugene, OR 97401 • PH 541-682-3755 • FAX 541-682-3411
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REQUEST FOR QUALIFICATIONS (RFQ)

For Equity, Diversity and Inclusion All Staff Workshop Training

ISSUES: Immediately

RESPONSES DUE: 4:00 p.m. Monday, March 11th, 2019

Introduction

Homes for Good Housing Agency (formerly, The Housing and Community Services Agency of Lane County, HACSA) is seeking proposals from qualified consultants to facilitate Equity, Diversity and Inclusion All Staff Workshop Training

Overview of Homes for Good Housing Agency

Homes for Good is the public housing authority for the City of Eugene, City of Springfield and all of Lane County. Previously known as the Housing and Community Service Agency of Lane County, the agency's primary mission is to provide affordable housing to low- and moderate-income families and households. The Agency's Board of Directors consists of the Lane County Board of Commissioners plus two resident commissioners. In their role as the Agency's board of commissioners, the Lane County Board of Commissioners must deliberate in the best interest of the Agency.

The Agency operates 32 affordable housing communities for families and seniors throughout its service area of the following types:

- 864 Public and assisted housing units
- 150 Affordable housing units for people with special needs
- 497 Affordable housing units developed and owned in whole or in part with partners
- 124 Affordable housing units funded by USDA-Rural Development

Additionally, the Agency administers 3,108 Section 8 Rental Assistance Vouchers, 211 Veteran's Affairs Supportive Housing Vouchers and 80 Shelter Plus Care Vouchers.

Equity, Diversity and Inclusion All Staff Workshop Training Background and Objectives

The key activities for this project include an Equity 101 education workshop for all Homes for Good staff, and well as a supplementary workshop focusing on race and inequalities, as we focus our business on housing, historically racial discriminations and policies disadvantaged many but especially people of color. The timeframe for the workshops is six months starting March 2019. We have identified equity champions and together with the Leadership team we plan to implement our Diversity and Equity Initiative throughout our new fiscal year. The all staff workshops will allow us to start a pool of equity ambassadors within our staff, because of a new direction for our HR department, they will be helping lead the efforts and ensuring staff buy-in, support, and coaching.



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Homes for Good seeks to establish a culture of inclusion as the basis for all decision-making and create a welcoming and supportive working environment for all its employees. The organization also strives to embrace the diversity of Lane County residents, businesses and neighborhoods. Homes for Good would like to use equity as a guiding principle for all internal and external interactions to ensure that all voices are heard and valued and that all the communities it serves are treated respectfully and fairly. In order to effectively accomplish our objectives, Homes for Good is soliciting information from qualified parties with experience in guiding organizations through successful diversity, equity and inclusion transformations. Though Homes for Good recognizes the importance of overcoming all forms of bias in the establishment of an equitable and inclusive workplace, Homes for Good is seeking to conduct this work with an emphasis on social justice to address acute disparities that are systemic in Lane County, the State or Oregon and across our nation.

Homes for Good serves people with low incomes across Lane County. Ensuring that our staff has access to cultural competency and equity education is a great benefit to under-resourced and underrepresented communities. Homes for Good employees need to be able to provide excellent customer service as well as ensure that the people we serve are treated in an equitable way. After a year-long rebranding process, Homes for Good began to look at its internal operations with a lens of what does good mean within our organization, the word good can't stand alone without equity becoming a part of everything we do, from employee relations to customer service and helping our community in Lane County. An example of our internal operations is evaluation of our recruitment and HR processes to ensure we are making diverse populations aware of vacancies and given opportunities to be employed by Homes for Good. This would extend to ensuring we have good retention policies and practices that make people of color feel supported at their work place and that advance opportunities are clear. For our external operations looking at data on our evictions and tracking reasons for evictions would help us evaluate whether there are groups who experience disadvantages through our current policies and making sure we can correct such disparities. The starting point for our equity work begins with an assessment of the proposed training and engagement plan by the selected consultant along with engagement with key members of the organization to build out the details and timeline for Homes for Good's Equity and Inclusion Initiative. Concurrently the selected consultant will work with a core team of employees to plan the all staff training component of this Initiative. An overarching goal is to develop a common understanding and common language first and then dive into more process-oriented evaluation of our business practices for both internal and external work.

Homes for Good also recognizes that many residents' access to and interaction with government agencies are shaped by power imbalances between political, economic and social networks, often leading to adverse treatment and exclusion. In addition, patterns of inequity reinforce each other through intergenerational poverty.

Specific to the scope of work described below it is our intent to work with the selected consultant to refine the scope of work based on the expertise and experience of the selected consultant. Homes for Good's current budget has allocated \$60,000 to launch this Initiative and all future organizational budgets will allocate appropriate funding to continue to operate and enhance the Equity and Inclusion Initiative.

If any key questions come up from potential respondents Homes for Good will answer these questions in writing and provide the answers to all interested parties.



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Scope of Work

- Design, structure and coordinate an all staff diversity, equity and inclusion workshop training
 - a. Historical context: United States; Lane County, OR
 - b. Structural and institutional racism; implicit bias
 - c. Racial discrimination
 - d. Diversity, equity and inclusion
 - e. Social justice
 - f. Gender
 - g. LGBTQA
 - Persons with disabilities
 - Senior Populations
 - Ex-offenders/formerly incarcerated
 - Income/class discrimination
- Creation of an inclusive organizational culture
 - a. Cultural competency

Submission Requirements

1. Number of Sets of Qualifications to be submitted: One (1) hard copy and one (1) electronic copy
2. Please limit total submission to 10 pages or less
3. Title Page – include the Consultant’s name, contact person and contact information
4. Table of Contents
5. Qualifications:

Please respond to the following sections, clearly marking them accordingly. If you are unable to provide a response to a particular question, simply leave the section blank. Please do not provide any information other than what is specifically requested.



a. Experience

- i. Briefly describe similar consulting work your firm or team has completed. Describe similar experience of the firm with guiding organizations through successful diversity, equity and inclusion transformation, training, cultural competence training, organizational culture assessment, equitable economic development.
- ii. Please describe any innovative or unique aspects of previous relevant work which your firm or team helped to complete in any of the examples listed above. Please limit your discussion to three (3) examples.
- iii. Please describe your firm's or team's experience working with structure operations and processes in with public sector organizations

b. Organization Profile

Provide a brief profile of your firm using the format below:

- i. Number of total employees; and
- ii. Number and names of employees who will be dedicated to the work.
 - i. Resumes of Consultant's senior management, its leadership and the proposed consulting team; and
 - ii. Representative resumes of the subcontractors who may be engaged on the project.

c. Biography of Assigned Principal Personnel - Identify the staff within the organization who will be actively working on this program. Please include the individuals' relevant experience and their work location as well as what motivates them to do the work? What is their personal connection to equity and this field of work? Preference will be given to diverse training teams.

d. References - Provide three (3) references from city or state governments or other entities that have worked with your firm on similar projects. Provide only references who have directly worked with one or more members of the firm's proposed team. Include the reference's name, title, address, direct telephone number, and email address.

e. Primary Qualification - Provide a brief narrative that explains why your firm is qualified to provide the scope of services discussed above.

6. Fees – Describe your proposed fee structure (e.g., hourly, fixed fee, etc.) and include proposed rates.

Inquiries

Please submit a notification of interest if you are considering applying so we can keep you updated on any changes. All inquiries related to this RFQ are to be directed by email to: Ela Kubok ekubok@homesforgood.org



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Proposal Delivery

Please email proposals to:

Ela Kubok
Homes for Good Housing Agency
Communications Director
ekubok@homesforgood.org
177 Day Island Road
Eugene, Oregon 97401

Homes for Good reserves the right to reject all proposals or to request clarification of proposals during analysis, selection, and award proceedings.

Review of qualifications

- The qualifications review committee will consist of the members of Homes for Good leadership and staff
- The qualifications review committee will check responses against mandatory criteria. Responses not meeting all mandatory criteria will not be considered for review.
- Formal Interviews of respondents may be scheduled at the discretion of the qualifications review committee. *
- During the evaluation process, Homes for Good reserves the right to request additional information or clarifications from the respondents or to allow corrections of errors or omissions.

Selection criteria

- Experience – The respondent's experience in providing services similar to those within the Scope of Services described herein; the quality of the respondent's management, reputation and references; the respondent should have at least 3-5 years of experience providing the services specified in its response to organizations like Homes for Good.
- Quality of Submission – The quality of the submission and the degree to which it demonstrates the team members' full understanding of the ability to perform the services to be rendered; the content of the response should demonstrate the respondent's full understanding of the Objectives, along with sample reports and other materials.
- Minority and Woman Business Enterprise (MWBE) Strategy or if the Respondent is an MWBE



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RFQ Evaluation Period	March 11 th -15 th , 2019
<i>*Consultant Interviews: optional and at the discretion of the selection committee</i>	March 18 th -22 nd , 2019
Final notification of firms	March 27th 2019

APPENIDIX A:

Equity and Inclusion Initiative: Scope of Work. Note: This scope of work is a draft created by Homes for Good. We want the selected consultant(s) to help us refine this scope of work before it is finalized.

	Key Step	Notes	Date to be Accomplished	Who is Responsible
1	TA Provider interviews Executive Director and all members of Leadership Team	Purpose is to assess buy-in and support for EI Initiative	March , 2019	TA Provider
2	TA Provider provided report back summarizing buy-in and support for EI Initiative by members of Leadership Team	Need to determine strategy for addressing members of the Leadership Team that may not be fully supportive of this work	March, 2019	TA Provider
3	Monthly Meeting with ED	This monthly meeting could include Communication Director and Communications Specialist	March 2019- start and continues for 24 months	TA Provider/ED
4	Monthly meeting with Leadership Team	Should this be separate from the Equity Team monthly meeting?	March 2019 start and continues for 24 months	TA Provider/Leadership Team
5	Determine membership for Equity Team	Equity Team will include Leadership Team and key champions of this work.	March 2019	Leadership Team
6	Determine whether to do all staff survey to assess employee engagement in the EI Initiative		March 2019	TA Provider/ED
7	Monthly meeting with Equity Team	Should we combine this with #6 above?	March 2019 start and continues indefinitely	Equity Team



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8	Equity lens tool developed and how the tool will be used determined	This will include determining which Homes for Good business systems will be reviewed and how the Equity Lens tool will be used	April 2019	TA Provider
9	Training for all Homes for Good staff members on Equity 101 and Reframing Racism	CEI advises that this be done in two cohorts with approximately 50 employees per	April 2019	TA Provider
10	Map out ongoing training and engagement strategy for EI Initiative	This will include trainings and other ways for employee engagement like brown bag discussions, etc.	June 2019	TA Provider and Leadership Team
11	Assessment of Human Resources Business Systems and report of recommendations for change	This is related to #9 and we know we want to do this	May 2019 assessment performed and June 2019 report delivered	TA Provider, Communications Director and HR staff
12	Assessment of Development contracting and report of recommendations for change		September 2019 assessment performed and October 2019 report delivered	TA Provider with Real Estate Development Team
13	Assessment of Operations contacting		November 2019 assessment and December 2019 report delivered	TA Provider with Leadership Team
14	Equity Lens used ongoing for key decisions	Need to determine what key decisions trigger use of this Lens	Ongoing	Homes for Good employees