



Request for Proposals: Organizational Change to Support Belonging

Sagesse empowers individuals, organizations and communities to disrupt structures of domestic abuse through curating environments for people to develop skills and lead safe, healthy lives.

We work each day to support individuals impacted by abuse, while also challenging norms and advocating for large-scale societal change that will eradicate abuse in Alberta. At the heart of our programming is a commitment to innovation in all facets of our organization. For more information, please visit www.sagesse.org.

To do this work, we have committed to curating an internal culture of belonging. We have begun to outline a framework to shape the organizational conditions needed for inequity to be anticipated and noticed and for solutions to be tested. Once it is complete, the framework will be a clear articulation of what we are trying to accomplish through building belonging at Sagesse. It currently exists as five principles, consistent with our values, practices and approach to change:

- **A culture of feedback** – We support reliable and safe mechanisms for staff, clients, customers, partners and stakeholders to share concerns and ideas, so we can co-create equitable spaces, policies, interactions and initiatives.
- **Reflective practices** – We assess the impact of decisions and programs on different groups and individuals.
- **Continuous learning and improvement** – We hold an evolving understanding of diverse needs and an organizational culture that allows flexibility and creativity to meet these needs.
- **Research, design and action** – We commit as an organization to act on feedback and learnings and adjust in an iterative process.
- **Knowledge dissemination and mobilization** – We share equity learnings internally, and externally, when possible, to build relationships with impacted communities.

Expanding on this work, we are seeking an experienced consultant or consulting firm to support building and implementing a roadmap for ongoing organizational change and development that will create an experience of belonging for all clients, staff, and volunteers. Through the creation of the roadmap, Sagesse is looking for a comprehensive review, analysis, strategy and direction setting to ensure the foundation of belonging within our organizational culture, policies and practices. This work will align with our organizational values of vulnerability, courage, curiosity and trusting in the messiness, and support deep engagement and non-performative action and awareness.

The project deliverables include:

- Working from a trauma-informed approach, that calls all people into this work while also attuning to historical and present trauma of those from equity seeking groups.
- Helping us refine and articulate our understanding of belonging and equity.

- Supporting the co-creation of common definitions, goals, outcomes, principles and processes rooted in Sagesse’s values and models of practice.
- Creation of an developmental and responsive organizational roadmap to curate belonging that reflects our values and innovative and developmental culture.
- Review and analysis of all organizational policies and practices through a lens of belonging and equity. This should include a process by which we come to better understand the current experience of policies and practices, especially the experience of those who do not feel that they belong.
- Creation of responsive structures of care for BIPOC staff.
- Build structures for relational accountability throughout the organization.
- Capacity building for the leadership team and supervisors to support engagement and curate opportunities for feedback.
- Supporting leadership to employ processes and strategies to adjust and adapt the roadmap as needed through regular business processes.

Project Timeline

- **Oct. 13, 2023:** Deadline for proposals to be submitted to lesley@sagesse.org.
- **Oct. 30 – Nov. 10, 2023:** Interviews of potential consultants.
- **Nov. 20, 2023:** Consultants selected and advised.
- **Dec. 15, 2023:** Consultant check-in and Review of Plan created.

We want to engage in this work thoughtfully and intentionally. If you are interested in working with us, but the project timelines conflict with prior commitments, please consider submitting a proposal. We are willing to be flexible with our timelines to find the right fit in our consulting partner.

Proposal Content

Proposals must include the following:

1. **General Information:** The proposal should provide the name, title, contact information, role and biography of each person engaged in scope activities. Further, if a consultant group or partnership of consultants is proposed, the proposal should indicate who will serve as the “point” person for the purposes of this RFP and the engagement.
2. **Work Plan:** The proposal should contain a detailed description of the activities to be conducted by the consultant in order to complete the requested scope of work, including:
 - a. The specific activities to be conducted at each phase.
 - b. A timeline for the activities at each phase.
 - c. Milestones and deliverables tied to those activities.
 - d. A detailed budget for each phase, along with a proposed payment schedule tied to project milestones and/or deliverables. Overall budget should not exceed \$15,000, inclusive of all costs and taxes.
3. **References:** The proposal should include three references of individuals who can speak to their experience with the consultant in conducting projects of similar scope. Information regarding each reference should include the individual’s name, address, telephone number, and email address. At least two of the three references should be from a business/customer which has retained the consultant in the development of an equity or belonging plan.

4. **Previous Work Product:** The proposal should include at least two examples of written works similar to what will be produced through the scope of work requested within this RFP. Identifying information may be redacted if necessary.
5. **Project Budget:** The fee-for-service budget for this work is a maximum of \$15,000.
 - a. Quotes submitted must be inclusive of all costs, including taxes, expenses and fees.
 - b. There is no reimbursement for costs associated with preparing or submission of proposals in response to this RFP or costs associated with possible award negotiation.

Proposal Evaluation

Proposals submitted in response to this RFP will be evaluated by a committee comprised of Sageesse Leadership and Board members according to the following criteria:

- Consultant/firm relevant experience and qualifications.
- Alignment with Sageesse values and way of working.
- Work plan and scope of work.
- Compliance with proposal requirements.

Proposal Review Criteria

The proposals will be reviewed and evaluated based on the following criteria:

1. Qualifications (25 points):
 - a. The consultant has the qualifications needed to successfully complete the scope of work.
 - b. The consultant has prior experience working on similar projects.
2. Scope of Proposal (25 points):
 - a. The proposal demonstrates an understanding of the project objectives and desired results.
 - b. The proposal illustrates an approach to the scope of work that will likely lead to the successful development of an actionable plan aligned with Sageesse's values.
 - c. The proposal illustrates the consultant's ability to successfully execute the proposed approach.
3. Work Plan (30 points):
 - a. The proposal adequately details project activities and milestones or deliverables associated with each phase of the scope of work.
 - b. The proposal includes a detailed timeline for each stage.
 - c. The work can be completed within the project timeline.
4. Budget (20 points):
 - a. The proposal includes a detailed budget for each stage of the scope of work.
 - b. Proposed costs are reasonable.
 - c. Proposed schedule of payments corresponds appropriately with tasks, milestones, or deliverables.

Budget and Payment Terms

The total project budget available is \$15,000. Specific payment terms, invoicing procedures, and milestones or payment schedules determined as part of contracting process. Questions and clarifications can be directed to lesley@sagesse.org.