

Anti-racist and Multicultural Organizational Change Consulting Services Statement of Work

Summary

The Butler Institute for Families (Butler) seeks an anti-racism Consultant with expertise in planning and implementing strategies to build an anti-racist and multicultural organization. Butler is seeking the services of a Consultant partner (Consultant) with experience in the racial equity field to assist with the implementation of short- and long-term goals for our organization, as outlined below. The Consultant will collaborate with Butler to support organizational assessment, recommendations, planning, and implementation support to advance inclusivity and racial equity strategies within Butler. This is a multi-year project with an anticipated span of 3 years.

Butler Institute for Families

The Butler Institute for Families is a grant-funded research and capacity building Institute within the University of Denver Graduate School of Social Work. Today, we are nationally recognized for our leadership and collaborative work at the national, state, and local level in evaluation, research, and technical assistance aimed at improving the quality of child-, youth-, and family-serving systems. With a team of nearly 50, we bring together researchers, practitioners, public and private service system experts, and community members to: engage in program evaluation and research; examine outcomes; and provide technical assistance and training to program administrators, direct service providers, and community leaders. Currently, Butler conducts business in three primary content areas: child welfare (including tribal child welfare); early childhood systems; and behavioral health. These content areas operate within a Research-to-Practice framework that promotes the use, adoption, adaptation, replication, and/or scaling of research and/or evaluation knowledge and the integration of this knowledge in practice.

Butler Commitments

Butler stands in solidarity against the systemic oppression of persons of color and American Indian/Alaska Native tribes, communities, and individuals. Butler intentionally partners with family and child serving agencies to create healing, positive systemic change, and daily inclusive actions that reflect racial equity.

We commit to educating ourselves and listening intently to those whose stories and experiences with systemic racism we can learn from -- this includes existing articles, books, podcasts, courses, webinars and documentaries by Latinx, Black and Tribal communities and other marginalized communities.

We commit to not just continue our existing path to ensure equity in all that we do -- rather, we will center our efforts on injustice and inequity by facilitating and providing educational and growth opportunities for our staff that address inequities and advance anti-racism efforts.

We commit to examining our organization's policies, practices, culture, and services through the lens of anti-racism and white privilege to ensure they reflect our commitment to racial justice and adjust accordingly.

We commit to furthering our understanding of the significant historical role land use policies have had within systemic racism and will ensure Tribal communities and voices are at the forefront of our work.

We commit to strengthening existing relationships and forging new relationships and partnerships with organizations working to advance anti-racism efforts.

Butler Organizational Background

The Butler Institute for Families (Butler), housed at the University of Denver, within the Graduate School of Social Work, brings extensive experience working in child welfare, early childhood care and education, tribal child welfare, and behavioral health. Butler is an established and well-regarded institute of human services research, evaluation, capacity building, and consultation. Butler has demonstrated capacity for working with state and local agencies, tribal partners, community partners, and others to evaluate and improve organizations that serve children, youth, and families. Expertise ranges from advancements in small intervention programs to large system-change initiatives that have enhanced the well-being of children, youth, and families throughout the nation.

Butler's vision is: Thriving children, youth, and families through equitable, effective, and innovative systems. This vision is achieved through a mission to strengthen child-, youth-, and family-serving systems with evaluation, capacity-building, and applied research. Our values are:

- Collaboration – Engage and partner to achieve the best possible outcomes
- Excellence – Deliver service and products of the highest quality
- Integrity – Meet the highest standard of honesty and accountability
- Innovation – Lead and initiate new ideas, thinking, and action by continually asking what's possible and how we can best achieve it
- Equity – Expect and embrace diversity and inclusion; do everything with an equity lens in mind for improved outcomes for all

We use a *Research-to-Practice* framework focused on facilitating the use, adoption, adaptation, replication, and/or scaling of research and/or evaluation knowledge within child-, youth-, and/or

family-serving programs, organizations, and systems.¹ As such, Butler applies rigorous and culturally-responsive research methods to our work and supports human service organizations in their use of knowledge and data-driven approaches to practice. We help organizations select and implement evidence-based and promising strategies that maximize effective service delivery and outcomes for children, youth, families, and the workforce that serve them. Moreover, we encourage the cultivation and utilization of practice-based evidence through collaborative, participatory methods, especially for tribal and indigenous communities with whom we work.

Over the past 27 years, Butler has administered millions in grants and contracts, which have supported state, county, community, and tribal programs and organizations. Butler has worked in nearly every state, with multiple tribal nations and local communities, and internationally in Bermuda, Canada, and Romania. Butler has successfully partnered and led multiple federal, state, and privately funded projects related to workforce recruitment and retention, systemic improvements, and change implementation.

Steps to Becoming an Anti-racist Multicultural Organization

Butler has been working on advancing racial equity for several years. Most efforts have been optional for staff and, as Butler's workforce has grown, new staff do not have the organizational context of the racial equity work Butler has done over the years. Butler has engaged in the following activities:

- Implemented a facilitated microaggression apology process that will inform the development of a microaggression protocol in 2021
- Conducted a 2018 organizational assessment of staff perceptions and experiences of Butler's racial equity culture and commitment to equity practices internally.
- Holds recurring and quality discussions on racial equity and white supremacy culture
- Attended Whiteness at Work webinar series hosted by The Adaway Group and held internal discussion groups
- Revised protocols such as the grant opportunity screening tool, Butler's promotion process, position descriptions, and job postings to include racial equity considerations.
- Participating in an ongoing culture and climate initiative with DU's Graduate School of Social Work, which has included a series of trainings and group activities
- Introduced the Intercultural Development Inventory to staff and made it available for individual assessments, results and debriefs

In 2019, Butler worked with a consulting group to help facilitate a five-year Strategic Plan that established six organizational goals. Our first goal, equity, stated: Butler has cultural humility and equity in our internal and external work. Objectives for this goal were:

- Place equity at the forefront of internal culture and climate by providing a structure for learning, reflecting, and practicing cultural humility and equity.

¹ Adapted from CDC National Institute for Occupational Safety & Health



- Use a process of multi-cultural, anti-oppressive organizational decision-making and practices that intentionally considers the impact on people of color and tribally affiliated people.
- Integrate improvements within partnerships, project products, and project services to remove the negative impacts of systemic inequities.
- Implement effective recruitment and retention strategies to attract a more diverse hiring pool and ensure an inclusive internal culture and climate.

The urgency for this work was made more clear following George Floyd's murder and the Black Lives Matter movement, and the continuing disparate effects of COVID-19. So, Butler has made it a priority focus to *become an anti-racist multi-cultural organization*, setting aside our internal strategic plan goals to focus on development as an anti-racist multi-cultural organization. In 2020, Butler began using the [Awake to Woke to Work: Building a Race Equity Culture](#) framework to assess progress and create a roadmap for becoming an anti-racist organization. This statement of work for external consultancy will support the multi-year effort toward this overarching organizational goal using a clear framework.

Scope of Work and Timeline

We recognize that this work does not fit under our typical Consultant process or timeline; rather, it is an extensive multi-year endeavor requiring shifts in perspective, relationships, organizational supports and much more. We are looking to build a true partnership with the selected Consultant and are open to defining a strategy together that will yield the most positive outcomes for our internal work as an organization and our external work with project sponsors. For purposes of providing a general starting point, we expect this effort will involve:

- Application of a framework, such as the [Awake to Woke to Work: Building a Race Equity Culture](#) framework and related levers to guide our work. The goal is to build a shared understanding of current status of organizational levers and actions for change for developmental growth.
- Supporting Butler's work in developing and implementing a plan, which may include conducting an environmental scan or other assessments, forming workgroups and facilitating meetings, occasionally gathering feedback, developing and delivering trainings, supporting planning sessions, and enhancing accountability
- Examination of Butler's mission, vision, values and organizational priorities through an anti-racism lens. The goal is to dismantle organizational supports for white supremacy cultural norms and practices and assure Butler has anti-racism in intent and practice.
- Creating and facilitating or guiding organizational dialog to promote anti-racism conversations within and across projects; and assisting with developing anti-racism protocols regarding microaggressions, or other relevant topics, and identifying or offering professional development opportunities. The goal is to create a culture and



climate that is anti-racist and multicultural, offering staff experiences that promote authenticity and genuine personal growth and interpersonal communication.

- Building upon previous work without duplicating efforts.

Applying

Butler is seeking the following information in responses to this announcement. To be considered, please submit a letter explaining your interest in the work outlined above and provide responses to the following:

- Describe your approach/Plan for consultation, including your recommended activities, timeline, and anticipated effort for your team in the first year
 - Address how it will build upon previous efforts.
- Summary of relevant experience with development and implementation of strategies and experience conducting organizational review and evaluation of white supremacy cultural norms, policies, practices, and procedures
 - Please provide a summary of the qualifications of your organization and the qualifications of those who would be leading this work.
- Plan for coordinating and orchestrating communication with Butler
- Total and per-deliverable cost, including hourly rates of proposed staff/number of hours, overhead rate, any additional fees, or other information that makes it clear how you determined your costs.
- Three references
 - Please provide names and contact information for three references who can speak to qualifications along with a brief description of the work performed for them if not already mentioned.

Please send questions to Emilia.Leon@DU.edu by 5:00 pm MT, August 23, 2021. Please submit your response in MS Word by 5:00 pm MT, August 30, 2021 to Emilia.Leon@DU.edu.

Anticipated Timeline

August 17, 2021 – RFP Posted

August 23, 2021 – Questions Due

August 25, 2021 – Answers Posted

August 31, 2021 – Proposals due

September 2, 2021 – Vendor Selected

October 1, 2021 – Work Begins

October 4, 2021 – Attendance at Butler all-Staff meeting (between 10:30 – 12:00 MT) to introduce vendor and scope to the team

* If these timelines get moved, Butler will work with the selected vendor to adjust timelines

Selection

The partner will be selected based on the relative merits of the proposals using the factors set forth in the RFP:

- Approach – 50%. Proposals will be reviewed for the comprehensiveness and appropriateness of the work plan, realistic time estimates to complete each segment of the work based on staff to be assigned, and adequacy and completeness of the proposal regarding the requirements specified in the RFP.
- Demonstrated Experience and Capabilities – 40%. Proposals will be reviewed for the breadth and depth of relevant experience; Qualifications and experience of staff, including specialists and Consultants to be assigned to the project, minimizing the risks and the greatest potential for meeting or exceeding goals and outcomes.
- Cost – 10%. Proposals will be reviewed for whether costs are tied to services that meet or exceed the requirements and expected outcomes. This may include the expertise, and relevant experience of the Offeror that will enhance the success of the project. It should be clear how costs were determined.

The selected partner will enter into a contract with the University of Denver, and will be subject to, at a minimum, the terms and conditions here:

<https://www.du.edu/sharedservices/media/documents/vendor/terms/generaltermsandconditions.pdf>

Compensation

The costs for this statement of work, inclusive of time, travel, and materials, will be established based on proposals submitted by potential Consultants. The Consultant should include a description of their anticipated costs, key activities and milestones for the first year of work, understanding that future work shall be based on continued performance and shall be negotiated based on progress in the first year. Costs will be paid based upon delivered services.