- 1. **Proposal Due Date:** In the anticipated timelines section of the RFP, it notes that August 31 is the proposal due date. In the paragraph above that on page 5, you ask submissions in MS Word by 5:00 p.m. on August 30. Please clarify the due date.
 - a. Please submit by 5:00 pm, 8/31
- 2. **Proposal vs. Letter:** In the "Applying" section on page 5, you are asking for a letter explaining Alliance-COA's interest in the work outlined in the RFP. In the "Anticipated Timeline" you note that proposals are due on August 31. Are you looking for a separate letter of interest in addition to the proposal? Or can the proposal serve as Alliance-COA's "interest in the work" described in the RFP?
 - a. The proposal is the "interest in the work" statement
- 3. Common Language
 - a. What is Butler's working definition of "Anti-Racist"?
 - Anti-racist to believe, act and advocate for equality, including improving interpersonal exchanges and actively changing systems and polices that promote different outcomes based on race or ethnicity.
 - b. What is Butler's working definition of "Multicultural"?
 - i. Multi-cultural Organization A process of continued learning and growth organizationally about and becoming allies with people from other cultures, thereby broadening the organizational understanding and ability to create and sustain a diverse workforce, equitable outcomes, and an inclusive organizational culture and climate.
 - c. What is Butler's working definition of "Racial Equity"?
 - i. Racial equity is the condition that would be achieved if one's racial identity no longer predicted, in a statistical sense, how one fares. When we use the term, we are thinking about racial equity as one part of racial justice, and thus we also include work to address root causes of inequities not just their manifestation. This includes elimination of policies, practices, attitudes and cultural messages that reinforce differential outcomes by race or fail to eliminate them.
- 4. Is the "GSSW Inclusive Excellence Committee" still operating? Is this committee considered an Employee Resource Group (ERG)? Would this committee be a resource to this consulting work? Does the organization have an EDI committee formed or in process? If so, describe the team, size, and activity of members. In recent years, the use of diversity networks in organizations has increased tremendously. Diversity networks, also referred to as 'employee resource groups' or 'affinity networks', are initiated to inform, support and advance employees with similar social identities. In many organizations, diversity networks are part of a larger diversity management agenda and an increasingly popular practice to promote equality, diversity, and inclusion in the workplace. We find them to be incredibly useful in promoting long-term change throughout the consulting process and carrying that work forward after the consulting engagement.
 - a. Yes, GSSW's Inclusive Excellence Committee is still operating and Butler's Director of Operations is on the committee, however that work happens in parallel to Butler's work.

- b. Butler does not currently have an Diversity, Equity & Inclusion Workgroup formed, though it has had such groups in the past convened for specific elements of D,E&I work.
- 5. Who is the internal target audience for this work? (Leadership/Administration, Faculty, Staff, Stakeholders, other? Please describe.
 - a. Butler staff (incl. Butler's leadership)
- 6. Who is the external target audience for this work?
 - a. Our external audience is the Graduate School of Social Work and the broader DU community.

7. Leadership Engagement:

- a. Which person(s) and title(s) are the point person(s) for the consulting engagement?
 - Carole Wilcox, Director of Operations (primary); Robin Leake, Acting Executive Director
- b. If Morris Endowed Dean and Professor Amanda Moore McBride, PhD is not on the above list, please describe her level of engagement in the consulting project and EDI work for the institute. Was she involved in previous assessments (Awake to Work, IDI)?
 - i. Dean Amanda McBride is aware of and supportive of the consulting project, and will be part of the approval process for the selected vendor. She has been involved in various assessments of Butler as a stakeholder but is not involved in Butler's day-to-day management or administration.
- c. If the Institute's Leadership team is not on the above list, please describe their level of engagement in the consulting project and EDI work for the Institute. Were they involved in previous assessments (Awake to Work, IDI)?
 - i. Butler's leadership team has been involved in previous assessments, usually as a driver or the work or guiding the work of a staff team.
- d. Are there any other governing bodies that will be engaged in this work? If so, please explain.
 - i. Butler is a business unit at the University of Denver and as such we work within DU's infrastructure, including DU's Vice Chancellor for DEI and DU's HR, EEO, and Procurement offices. They are unlikely to be involved in the day-to-day elements of the work, but to the extent needed, Butler's leadership keeps them apprised of progress on the work.
- 8. Understanding the Population: The RFP mentioned a team of 50 people in the Institute:
 - a. How many of the 50 were involved in previous assessments (Awake to Work, IDI)?
 - i. Most of Butler's team has been involved in some discussions or professional development opportunities related to DE&I. Assessments are generally voluntary, and surveys have a 75% response rate.
 - b. How many of the 50 are new to their roles and might not have experienced Butler's EDI work to date?
 - i. 8 Butler staff were hired within the last 12 months, and Butler is currently hiring three additional positions.
 - c. Please define your team of 50 by roles (10 directors, 5 associates, 3 administration etc.)
 - i. 3 Executive Team Members (Executive Director, Director of Operations, Director of Finance)
 - ii. 5 Team Leads (Directors of Behavioral Health, Tribal Child Welfare, and Early Childhood Initiatives; Director of Research and Evaluation Methods; Director of Practice Innovation)
 - iii. 21 Associates and Sr. Associates (10 Research & 11 Program)
 - iv. 10 Assistant/Coordinator staff

v. 4 Administrative staff

- d. Will any board members be part of this work? Butler does not have a formal board
- 9. **The RFP mentions Awake to Work frameworks already being built**. On page 4, there is a request to use some application of a framework to guide the work. On page 5, the RFP requests that the consultant might build "upon previous work without duplicating efforts."
 - i. Would Butler provide all research, data, and information from their previous steps to the consultant for review early in the engagement so that the current state of the organization's EDI journey can be better understood?
 - 1. Butler would provide all available materials from previous engagements
 - ii. What was the level of satisfaction/happiness with the Awake to Work framework? The IDI assessments?
 - 1. Butler's team have responded well to the Awake to Work framework and wish to continue using it.
 - iii. Would Butler be opposed to moving through additional assessments in addition to what has already been accomplished that was noted in the "Steps to Becoming an Anti-racist Multicultural Organization" on page 3 and 4?
 - 1. Butler is open to additional assessments
- 10. What does success look like to Butler? What key performance indicators (success factors / "continued performance") do we need to consider in drafting the proposal?
 - a. Butler's key performance indicators will be developed within application of the Awake, Woke, Work framework.
- 11. **Anticipated Timeline:** Is there flexibility in the dates for work to begin and to also prepare for the Butler all-staff meeting? We notice that one is a Friday and the other is the immediate Monday. This may mean that we might kick-off at an earlier date if possible, to better accommodate and prepare for the October 4 meeting.
 - a. Butler anticipates selecting a vendor in early September, and having a completed contract by the end of September. During September, Butler would like to meet with the selected vendor to discuss the final statement of work, make sure mutual expectations are clear, and develop a partnership while the contract is being finalized by DU.
- 12. **Budget:** What is Butler's budget range for the three-year engagement?
 - a. We recognize this is an iterative process and costs may shift based on progress, and we are seeking input on costs from vendors. Costs should be tied to services that meet or exceed the requirements and should be clearly explained.