



## **Race, Equity, Diversity, Inclusion (REDI) Consulting Work Request for Proposals**

ONE Neighborhood Builders (ONE|NB) is seeking a qualified consultant or consulting team to guide the nonprofit through a rigorous year-long process to assess ONE|NB's organizational practices and level of Race, Equity, Diversity, Inclusion (REDI) awareness and competencies; to support development of an organization-wide commitment and infrastructure to support and sustain ONE|NB's REDI strategy; to develop a training strategy to increase staff REDI competencies, skills, and capacity that reflect ONE|NB's REDI public statement and goals; and to implement the developed training strategies so that all ONE|NB staff and board participate within the one-year consulting timeframe in training and development given by the consultant or consulting team.

### **About ONE Neighborhood Builders:**

ONE Neighborhood Builders (ONE|NB) is a nonprofit community development leader in Rhode Island that is expanding its work to the broader Greater Providence area while maintaining its deep roots in its historic home of Olneyville. In 2019 and early 2020, we engaged in a robust strategic planning process in which we formally adopted the strategies we will follow to advance our mission. ONE|NB's mission is to develop affordable housing and engage neighbors to cultivate healthy, vibrant, and safe communities.

Through our strategic planning process, we affirmed that our work remains grounded in our enduring, core values and our central commitment to equity. We value diversity; promoting neighborhoods of choice that residents from different ethnicities, socioeconomic backgrounds, and cultures choose to call home; enlisting the expertise of neighborhood residents and stakeholders, inquiring about their revitalization strategies, and endeavoring to implement their priorities; and seeking to regenerate neighborhoods without displacing residents and businesses, thereby deepening community wealth.

We have committed to accomplishing our mission through:

#### **1. Robust Housing Development and Quality Real Estate Management**

ONE|NB will expand the availability of affordable, high-quality homes through the production, preservation, and acquisition of residential and mixed-used properties within our historic home of Olneyville and across Greater Providence.

## 2. Addressing Root Causes of Health Disparities

ONE|NB will engage residents and community-based organizations in our nine Central Providence neighborhoods to generate the social and economic conditions that prolong life expectancy and work to eradicate systemic barriers that lead to health disparities.

## 3. Embracing Innovation and Building the Community Development Field

ONE|NB will emerge as a thought leader in the field by distilling the lessons learned from developing and managing housing and convening residents and community organizations. We will participate in local and regional community development conversations, produce research and case studies, and amplify the impact of our community partners.

ONE|NB's work builds on a strong foundation. Olneyville Housing Corporation, founded in 1988, changed its name to ONE Neighborhood Builders when it merged with Community Works Rhode Island in 2015. At full complement, ONE|NB has 23 full-time equivalent team members. The nonprofit is governed by an active Board of Directors consisting of 12 members. ONE|NB's annual operating budget is \$4.8 million, of which \$3.9 million is raised annually from government agencies, private foundations, corporations, and individual donors. ONE|NB is a charter member of NeighborWorks America, a nonpartisan, nonprofit organization in Washington, D.C., that supports more than 240 network organizations around the country that are creating opportunities for people to live in affordable homes, improve their lives, and strengthen their communities. The organization has gone through tremendous growth in the past four years. In 2017, the annual operating budget was \$850,000, and ONE|NB had 10 team members, or 8 full-time equivalent staff.

### **CURRENT PROJECTS:**

#### ***Our Community Building Work***

Meaningful resident engagement is central to ONE|NB's Community Building efforts. Throughout our history, we have served as the convener for place-based initiatives in our neighborhood. We work with residents to prioritize goals to improve the neighborhood; organize community events; and provide training and stipends to emerging resident leaders. Our Community Building team plays a crucial role in fulfilling our responsibilities as the "backbone," or convener, of our overlapping, place-based initiatives. Our newest role as convener is in leading Central Providence Opportunities (CPO). This overarching initiative is intended to increase social and economic mobility for residents in the 02908 and 02909 ZIP codes and then scale our strategies statewide. In December 2020, CPO was awarded an \$8-million, 24-month grant that brings together ONE|NB, the Governor's Office, State agencies, and the Rhode Island Foundation. By working with resident leaders and across the education, economic development, housing, and workforce development sectors, our goal is to generate economic mobility for Central Providence residents—the likelihood that children will achieve a higher standard of living than the household in which they were born.

As part of this initiative, we are convening an active Resident Advisory Council and four working groups whose aim is to build and sustain improvements in their areas of expertise. By October 2022, CPO will invest \$5 million in proven or promising initiatives in the areas of focus for those working groups:

- **Affordable Housing:** Increase production and preservation of affordable housing.
- **Early Education for Ages 0 to 8:** Promote and improve reading education so that more students are reading at grade level by third grade.

- **Business Development:** Support local and minority-owned businesses so they can sustain themselves and expand.
- **On-Ramps to Living Wages:** Encourage and expand training and education that will help increase residents’ wages and help them achieve economic mobility.

Our CPO work builds upon our predecessor efforts, and continued role, as convener of the Central Providence Collaborative and the Central Providence Health Equity Zone (CP-HEZ). The Collaborative, in existence for more than 15 years, includes more than three dozen community-based organizations, local businesses, residents, and elected officials who work together to improve neighborhood conditions. More than a dozen partner organizations in the CP-HEZ are charged with developing and implementing a collective impact plan to address root causes of health disparities and promote economic opportunity. ONE|NB also manages the William D’Abate Elementary School’s 21st Century Community Learning Center, which provides high-quality after-school programming for 275 children annually. The urgency of the pandemic compelled us to advance our Community Building work in new ways. We acquired and outfitted a mobile health trailer, which has become a beacon of opportunity to help register residents for COVID vaccines, to share accurate health information, and to hold vaccine clinics. We developed and are expanding a free community Wi-Fi network after recognizing how internet access during the pandemic, or lack thereof, has divided people even further along the wealth spectrum.

***Our Real Estate Work***

Since our inception, ONE|NB has developed 482 affordable apartments; 130 for-sale homes for low- to moderate-income homebuyers; and nearly 34,000 square feet of commercial and community space—totaling more than \$128 million of investments. These projects provide amenities and job opportunities in the communities we serve and include the preservation of historic buildings, using State and Federal Historic Tax Credits. Since 2001, we have successfully completed eleven 9% Low Income Housing Tax Credit projects. ONE|NB takes on the most difficult projects, those that have the greatest impact on neighborhood revitalization, and we have never had a development project fail. Our current development projects include King Street Commons, 62 affordable apartments and an 8,500-square-foot Head Start center that replaces a blighted and environmentally contaminated site; Sheridan Small Homes, a five-unit “passive-house certified” condominium community adjacent to Riverside Park and bike path; Bowdoin & Delaine Street Apartments, which represent our first modular development project and together will bring 17 new apartments to the Olneyville neighborhood; and our first project outside of Providence, Sutton Place in East Providence, where we have purchased 36 Naturally Occurring Affordable Housing units that we will renovate and which will become deed-restricted affordable housing.

**GUIDANCE FOR THE RACE, EQUITY, DIVERSITY, INCLUSION (REDI) CONSULTING WORK**

**Priorities**

ONE|NB seeks to be a resilient and innovative organization that is structured and managed to maximize social impact. We are proud that our values, mission, and strategic direction guided us through the enormous challenges posed by the COVID-19 pandemic and prepared us to embrace new challenges, continue to grow as an organization, and work harder than ever to collaborate and connect with residents and partner organizations. As we all work to move beyond the pandemic, we firmly believe our mission is what Rhode Island communities need so that our diverse populations and neighborhoods can thrive. As we continue to build a diverse team, we understand the intrinsic

value of recognizing the strengths of our individual team members and the diversity of perspective and experiences that they bring to our work.

### **Vision**

Our REDI work should be inclusive, comprehensive, and culturally sensitive, and it should build upon the discovery and recognition of the strengths that various staff members bring to our work. It should be informed through a comprehensive scan of the external environment and an analysis of internal capacities, and it should be based upon best practices with regard to Race, Equity, Diversity, and Inclusion efforts.

### **Scope of Work**

#### **Phase 1: Activities and Deliverables (August 2021—November 2021)**

- Conduct an analysis and develop a baseline assessment report of ONE |NB's current organizational practices and level of REDI awareness and competency in order to fully appreciate the contribution of all staff and to identify priorities to further strengthen REDI capacity to best accomplish ONE |NB's mission.
- Provide insight and knowledge on REDI best practices in the field (with a particular focus on nonprofit and community development sectors).
- Develop a shared language and framework for staff and board, including a public statement of principle regarding REDI for ONE |NB that enhances the organization's ability to execute its mission, operations, and strategic direction.
- Develop recommendations on initial strategies for ONE |NB to invest in to achieve deliverables outlined in this scope of work, including but not limited to, prioritized recommendations for year one of ONE |NB's REDI journey.

#### **Phase 2: Activities and Deliverables (December 2021—July 2022)**

- Support development of an organization-wide commitment and infrastructure to support and sustain ONE |NB's REDI strategy.
- Develop a training strategy to increase staff REDI competencies, skills, and capacity that reflect ONE |NB's REDI public statement and goals.
- Develop a strategy and associated roadmap (an overarching REDI Plan) that is aligned with ONE |NB's Strategic Plan and values and will ensure that barriers to inclusion continue to decrease, while internal awareness, knowledge, and skills continue to increase. This strategy/roadmap should include methods of long-term monitoring and evaluation that consider several areas, including but not limited to, internal staffing practices, governance, policies and procedures, community partnership and engagement, and ongoing professional development.
- Implement the developed training strategies so that all ONE |NB staff and board participate within the one-year consulting timeframe in training and development given by the consultant or consulting team.

## **APPLICATION INSTRUCTIONS**

### **RFP Requirements:**

#### **Consultant or Consultant Team must meet the following qualifications:**

- Be part of a two-person team, at a minimum.
- Be able to meet in person in Providence, Rhode Island (travel reimbursement will include local transportation, but will not include hotel or meals).
- 3 years verifiable experience leading REDI work, with at least one year working with community-based organizations.

#### **Proposals must include the following:**

- Description of the respondents' organization and staff qualifications, including specific experience leading other organizations through the development of REDI initiatives.
- Experience and theory of working with nonprofit organizations.
- Work plan and timeline with deliverables based on the priorities and vision outlined above.
- Budget with line-item detail (including number of hours anticipated to complete each component of the project).
- Previous clients/references.
- Any additional information the respondent feels is relevant to the proposal

Individuals/firms with a comprehensive understanding of Race, Equity, Diversity, Inclusion (REDI) initiatives and best practices are encouraged to apply.

Proposals should be no more than four pages, not including references.

Proposals should be emailed to Belinda Philippe at philippe@onenb.org with "Race, Equity, Diversity, Inclusion (REDI) Proposal" in the subject line.

**REVISED DEADLINE:** Potential respondents are invited to submit pre-proposal questions prior to **July 21, 2021**.

**REVISED DEADLINE:** Deadline for receipt of proposal is no later than **5 PM on August 6, 2021**.

<b>Revised Timetable</b>	
Interviews with entities that submitted top proposals (in-person interviews preferred)	Weeks of August 16 and August 23, 2021
Selection of consultant	August 27, 2021
Commence work	Week of September 20, 2021