



Request for Qualification and Estimated Pricing for CSH Equity Consultation

About CSH

Founded in 1991, CSH transforms how communities use housing solutions to improve the lives of the most vulnerable people. We offer capital, expertise, information, and innovation that allow our partners to use supportive housing to achieve stability, strength, and success for the people in most need. CSH blends over 25 years of experience and dedication with a practical and entrepreneurial spirit, making us the source for housing solutions.

CSH is a national nonprofit headquartered in New York, with approximately 140 staff in 27 locations. Our field offices are located in ten states (CA, CO, CT, IL, IN, MI, MN, OH, TX, DC), with additional staff that are remote employees.

CSH's mission is to advance solutions that use permanent supportive housing as a platform to deliver services, improve the lives of the most vulnerable people, and build healthy communities. We envision a future where high-quality permanent supportive housing is integrated into the way every community ends generational poverty, homelessness, unnecessary institutionalizations, and family separation. We have worked in 48 states and over 300 communities. CSH offers capital, expertise, information, and innovation that allow our partners to use permanent supportive housing to achieve stability, strength, and success for people in most need.

About this Request for Qualifications

CSH is working across our lines of business, strategic plan, and internally to create a vision and priorities for a racial equity framework. We hope to support learning, skill building, internal infrastructure, and external partners to integrate race equity and inclusion in to the work of CSH. We are looking to partner with a highly experienced and qualified partner on this project. A successful partner will be creative, flexible, and willing to work with CSH as we transform.

CSH is committed to fundraising for the project based on the costs and resources outlined in the selected proposal. CSH anticipates this fundraising to take several months. Partners can propose working on all or parts of the outlined scope below.

Draft Scope of Services

Based on our internal conversations and conversations with external partners, CSH has outlined the following draft scope of services. CSH welcomes modifications and suggestions on what is outlined below based on the consultant's experience with similar projects. For this project, CSH anticipates both an internal or organizational focus for the work, strengthening our human capital, fund development, and staff training; as well as an external focus influencing our work as an intermediary and leader in the supportive housing industry.

CSH believes that in order to effectively recommend or implement change at the community level around the issue of racial inequity, we must be an organization that has addressed racial equity in a comprehensive manner ourselves.

CSH is seeking a partner to assist our organization to identify internal and external opportunities to promote racial equity in the supportive housing field. CSH envisions that a partner/partners will work with management and staff in two related but distinct areas of CSH's organizational framework:

- to ensure that CSH has the organizational structure and knowledge to create a culture of racial equity and inclusion through internal practices and policies, and
- to develop externally-focused tools and materials to assist communities to address inequity in their housing and homeless systems.

The opportunities may include but are not limited to the following activities.



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Organizational Framework

- Create a baseline of understanding of the systems and causes of racial bias, inequities, disparity and privilege for CSH staff, in doing so assist CSH in creating the tools and materials needed to share this understanding with future hires and with communities/organizations that we assist.
- Work with CSH staff to develop a shared language, framework, and action plan for building and operationalizing our commitment to a culture of inclusion in our work. Utilize existing strategic plan, mission, and values as foundation for work on racial equity.
- Provide focused conversations/ trainings with Executive leaders outlining how similar frameworks have been integrated into other organizations and how CSH should staff and approach the work.
- Provide guidance and recommendations on activities and metrics for integrating equity as a foundational component of our strategic plan, therefore integrating equity into existing and new externally-focused materials and consulting engagements.
- Work with executive team members on an ongoing basis through 1:1 consulting as needed to help identify how to internalize racial equity results and support the culture change.
- Work with our business line leaders (Policy, Lending, Training, and Consulting) to develop racial equity outcomes for our external project work.
- Identify partnerships and opportunities across internal teams for achieving our commitment to racial equity.

Human Capital

- Assist human capital leaders in creating a statement of purpose and understanding of why diversity and inclusion is a priority and how this relates to underlying issues of racial inequity.
- Prepare CSH's staff to lead community-based discussions on racial equity through training and opportunities for discussion.
- Review Human Resources practices and policies and suggest improvements. Review and provide recommendations for enhancing CSH's recruitment and hiring. Suggest areas for improvement and training for staff including but not limited to advertising positions, job descriptions, core competencies, interview questions, and staff onboarding.
- Work with the executive team and HR to include equity and race diversity into our succession planning and talent review processes. Provide materials, coaching, and guidance for supervisors to utilize in their performance review and professional development of staff.
- Suggest and/or create a framework of training or resources that target different internal stakeholder groups, including current and future management, supervisors, project leaders and individual contributors in areas related to racial equity and CSH's commitment to a culture of inclusion.

Fund Development

- Collaborate with CSH on identifying potential funders for promoting racial equity through external engagements and for ongoing internal work. CSH is hoping partners, on request, can make connections, suggest prospects, and review proposals.
- Review CSH's current stock proposal language and outcomes and suggest improvements.
- Review and provide suggestions on CSH's proposed external projects addressing racial equity in our industry and communities by contributing ideas, design frameworks, and proposed metrics/outcomes.



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Staff Training

- Collaborate with the CSH internal workgroup by participating on monthly calls, providing coaching and direction as needed on work group products and goals. Design with the workgroup a training curriculum, objectives, and schedule for 3 years.
- Coordinate efforts with the CSH Training Center for externally facing materials, and with Human Resources for organizationally-focused work.
- Facilitate all staff training focusing on racial equity education with the goal of staff having a deeper knowledge of structural racism in institutions and what it means to work within a racial equity framework. For the response, please include curriculum ideas and costs for a 1-2 day, 140 person training; smaller group trainings of 15-25 people; and virtual webinar options for remote staff.
- Design and provide an ongoing training program that continues to deepen CSH staff knowledge and understanding. Assume that trainings are primarily conducted virtually.
- Design supervisor training and coaching to implement the racial equity framework. Training may include 1:1 technical assistance and coaching, webinars, or in-person trainings at annual meetings.
- Suggest training and materials that can be purchased for ongoing professional development and staff onboarding.

Subcontracting

- Provide recommendations for CSH program and financial staff on how to recruit more minority and women owned business owners as subcontractors for our work.

Board Development

- Review CSH's current board recruitment and retention policies and suggest areas for change to align with our racial equity framework and desired impact.
- Work with CEO and board to implement suggested changes through coaching.

External Consulting Projects

- Partner with CSH on consulting projects in communities. Work may include facilitation or training. Please include a day rate and indicate your interest to be included in community-based projects.
- Advise on the development or revision of externally-facing products and training materials to include a racial equity lens/component.
- Advise on how to incorporate a racial equity lens into consulting engagements, as well as into all CSH lines of business.

Budget Assumptions

CSH has 140 staff. Our largest concentration of staff is in NY (approximately 35), Chicago (approximately 20) and LA (approximately 15). The remaining staff are in smaller offices across the country and work at home employees. All proposals should take into account travel for trainings and should provide virtual webinars. CSH has webinar technology and conference call lines that can be used for the project. CSH is requesting budgets be for a 2 year period. This may be modified based on funding available, but will be instrumental in our grant proposals.

Submission and Contact Information

Please submit one electronic copy of your proposal, with any attachments no later than **October 15** to annmarie.oliva@csh.org. Questions regarding the request for qualifications are welcome and should be directed to annmarie.oliva@csh.org.