# Request for Proposal (RFP)

**A. Purpose**

Archway Society for Domestic Peace is seeking a consultant, or consulting firm, to conduct an organizational structure assessment and values confirmation for the Society. This initiative will be a **multi-phased project** with the current RFP focusing on **Phase One**.

The primary objectives of Phase One are to

- review the organizational structure and ensure it aligns with the Society's core principles, mission and values, supports program expansion, and the development of next generation leadership
- clarify roles and responsibilities of the leadership team
- engage in a process to evaluate how the Society's core values are being understood, communicated, and practiced throughout the agency

This assessment will involve gathering insights from key internal stakeholders, reviewing existing organizational frameworks, and providing recommendations for enhancing clarity and accountability in roles and responsibilities.

Through this assessment, the organization aims to enhance internal unity, align its values with operational practices, lay the groundwork for future stages of organizational growth and ensure support for all program areas, recognizing that each program has unique needs.

The methodologies used must align with our Intersectional feminist framework and the Societies core values - Trust, Respect, Collaboration and Connection.

**B. Organizational and Project Background**

Archway Society for Domestic Peace, formerly known as the Vernon Women's Transition House, was established in 1975 to provide support for women and children escaping abuse. In 1976, a transition house was opened, and in 1993, funds were raised to build a new 25-bed facility, which remains a safe space for women and children, including teen and parole bed programs. The Society also operates Casimir Court, which houses the Support to Young Parents Program for pregnant and parenting young mothers.

In addition to residential services, the Society offers counseling and justice-related programs, such as Community-Based Victim Services, Stopping the Violence Counseling, and Outreach Services for Women, reaching women and children throughout the North Okanagan. In 2015, the Society opened the Oak

Child and Youth Advocacy Centre to respond to child abuse and sexual assault and added the Homelessness Prevention Program. In 2022, Police-Based Victim Services were introduced to support victims of criminal or traumatic events.

The Society collaborates with social services and justice partners, operating in six locations and providing mobile outreach. It has approximately 45 employees and an annual budget of $3.5 million. The goal is to provide comprehensive support to survivors of domestic and sexual abuse, as well as victims of crime, and to empower women, children, and families to lead lives with dignity and respect.

As the programs and services continue to grow and clients' needs become more complex, the Society understands the importance of having a diverse, well-trained, and well-resourced staff. As the leadership team expands and eventually transitions, there is a need to start developing a succession plan to ensure that these principles continue.

**C. Phase One Deliverables**

1. Conduct an organizational assessment to clarify roles at the leadership and senior program levels, and provide recommendations for a structure that supports current and future programming
2. Develop a decision-making model to articulate processes for collaboration, information sharing, decision making and accountability
3. Create a revised Org Chart that reflects the Society's feminist leadership principles
4. Design an evaluation process to assess how well our Society values are understood, embedded, and practiced throughout the agency
5. Develop a feedback mechanism for leadership to monitor the presence of Society values in organizational policies and practices
6. Support change management and communication roll-out of above listed deliverables (content, audience, medium, timeline, etc.)

**D. Future Phases**

The overall goal of the project is to improve organizational capacity, strengthen internal communication, and foster a healthy and positive organizational culture that values teamwork, creativity, and a commitment to the feminist perspectives. Future project phases include:

1. Inclusive HR Practices and Tools:
    a) development of the tools and methodologies for integrating Gender-Based Analysis (GBA+) principles into recruitment, retention, promotion, and performance evaluation processes
    b) creation of *Employee Development Plan* templates to prepare employees for future leadership roles
2. Feminist Leadership and DEI Education:
    a) development or identification of workshops, presentations, or resources on intersectional feminist theory and practices to prepare staff for future leadership roles
3. Capacity Building:
    a) creation of a mentoring program that incorporates feminist leadership principles to prepare employees for the challenges of future roles, and builds on the recommendations from earlier phases of the project

**E. Contract Details**

Phase One:
Start date - December 2024
Completion date - March 31, 2025*

*This project is supported by funding through Women and Gender Equity (WAGE) Canada. Timelines above were approved by the project funder but may be adjusted with funder approval.

Maximum budget for Phase One is $20K. Budgets must be inclusive of all costs, including taxes, expenses, and fees. 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.

**F. Proposal Evaluation Criteria**

Proposals will be evaluated based on the following criteria:

1. **Extent to which the proposal meets the specified deliverables**
2. **Proposed timeline**.
3. **Overall project budget**
4. **Incorporation of feminist principles in materials and methodologies**
5. **Process for staff engagement**

The proposal that best balances these criteria while demonstrating a deep understanding of the Society's values and goals will be selected for Phase One of the project.

**G. How to Submit a Proposal**

Please submit proposals to:
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Archway Society for Domestic Peace
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